

## The Effect of Organizational Culture and Servant Leadership on Employee Performance Mediated By Organizational Commitment

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### **Keywords:**

*organizational culture, servant leadership, organizational commitment, employee performance.*

### **Abstract**

*This study aims to analyze the influence of organizational culture and servant leadership on employee performance mediated by organizational commitment. This study uses a quantitative approach. The population in this study were 78 State Civil Apparatus at the Regional Financial, Revenue, and Asset Management Agency of Batang Regency. Data were collected through questionnaires and analyzed using SPSS software version 24. Data analysis techniques include descriptions of respondents and variables, validity tests, reliability tests, F tests, R<sup>2</sup> tests, t tests, and Sobel tests. The results show that organizational culture has a positive effect on organizational commitment, servant leadership has no effect on organizational commitment, organizational culture has a positive effect on employee performance, servant leadership has no effect on employee performance, and organizational commitment has a positive effect on employee performance. In addition, organizational commitment mediates the influence of organizational culture on employee performance and organizational commitment does not mediate the influence of servant leadership on employee performance..*

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## INTRODUCTION

The performance of the State Civil Apparatus (ASN) is a key factor in determining the success of regional apparatus in regional development, as the quality of a government organization's output is largely determined by the contributions of its individuals. (2021) defines performance as the work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. The high demands for accountability and transparency in the management of regional finances, revenues, and assets require the Batang Regency Regional Financial, Revenue, and Asset Management Agency (BPKPAD) to have optimally performing human resources. However, improving employee performance is inextricably linked to internal factors within the regional apparatus, such as organizational culture, leadership style, and employee commitment to the organization.

Within the BPKPAD (Regional Financial and Asset Management Agency) of Batang Regency, demands on civil servant (ASN) performance are increasing along with the increasing complexity of financial planning and management, revenue, and assets, the demand for timely preparation of financial planning and management documents, and the need for accurate data services and policy analysis. BPKPAD plays a very strategic role as a regional apparatus that coordinates the process of financial planning and management, revenue, and assets across sectors, so that the quality of its employees' performance directly influences the effectiveness of local government programs. However, in recent years, various phenomena have emerged such as increasing workloads, pressure to achieve regional revenue targets, and the need to adapt to digital transformation. These conditions have the potential to affect organizational culture, organizational commitment, and ultimately impact civil servant performance. From this, to achieve more optimal performance in terms of quantity and quality, it is assumed that there are several factors that influence performance, including organizational culture, servant leadership, and organizational commitment.

Robbin in Harahap (2011) explains that organizational culture is a system of shared meaning held by members that distinguishes the organization from other organizations. This shared meaning is a set of key characteristics of organizational values. The results of the study Akhmad (2023) shows that organizational culture variables have an influence on employee performance. This research is in line with research Byarwati & Muslikh (2017), Hendra (2018), Iskanto (2023), and Tiyanti et al. (2019) who found that organizational culture has a positive effect on employee performance. Meanwhile, research by Tutu et al. (2022) found that organizational culture has no effect on employee performance.

Luthan & Doh in Wardhana (2024) explains that organizational commitment is an attitude that reflects an individual's loyalty to an organization and is a continuous process to demonstrate an individual's concern for the success and progress of the organization. The results of the research conducted Anggraeni & Yudianto (2023), Angraini et al. (2021), and Anugrah et al. (2024) stated that organizational commitment has an impact on employee performance. Meanwhile, the research results Novri (2023) stated that organizational commitment has a negative and insignificant effect on performance.

Previous research by Hanafi & Rifani (2022) stated that organizational culture has a positive influence on organizational commitment. This research is in line with the research Komariyah et al. (2023) stated that organizational culture has a positive and significant influence on organizational commitment. Meanwhile, the research results Jazillah (2023) shows that organizational culture does not influence organizational commitment.

Previous research Mulyatini et al. (2020) stated that servant leadership has a positive and significant influence on organizational commitment. This research is in line with research Ratnawili et al. (2023), Simamora (2022), Alhaitan et al. (2023), and Susanto (2022) stated that servant leadership has a positive influence on organizational commitment. Meanwhile, the research results Suhartatik & Ellitan (2022) stated that servant leadership has no effect on organizational commitment.

Previous research results Anggara et al. (2022) And Wahab & Soliha (2025) stated that the role of organizational culture on employee performance with organizational commitment as an intervening variable was found to be positive and significant. Meanwhile, the research results Shanty & Mayangsari (2019) states that organizational commitment does not mediate the influence of the work environment or organizational culture on employee performance.

Previous research results Alhaitan et al. (2023), Alviani et al. (2021), Damanhuri et al. (2022), and Ayuningtyas & Nurhayati (2023), states that organizational commitment can mediate the influence of servant leadership on employee performance. Meanwhile, the research results Nugroho et al. (2021) stated that organizational commitment does not mediate the influence of servant leadership on performance.

Based on the background above and the research gap found in previous research, this study was conducted to analyze the influence of organizational culture and servant leadership on employee performance mediated by organizational commitment at BPKPAD Batang Regency, Central Java Province.

## LITERATURE REVIEW

### Organizational culture

Robbin in Harahap (2011) defines organizational culture as a system of shared meaning held by members that distinguishes the organization from other organizations. This system of shared meaning is a set of key characters of organizational values. Furthermore, Robbin in Kharisma et al. (2019) suggests that organizational culture can be measured through seven dimensions, namely innovation and risk taking, attention and detail, results orientation, people orientation, team orientation, aggressiveness, and stability. The innovation and risk taking dimension has four indicators, namely support and work atmosphere for creativity, respect for

organizational aspirations, consideration of organizational members in making decisions, and responsibility of organizational members. The attention and detail dimension has two indicators, namely accuracy in work and performance evaluation. The results orientation dimension has two indicators, namely targets achieved and work facilities. The people orientation dimension has three indicators, namely organizational attention to employee work comfort, organizational attention to recreation, organizational attention to employee personal needs. The team orientation dimension has two indicators, namely cooperation between organizational members and tolerance between organizational members. The aggressiveness dimension has three indicators, namely freedom to provide suggestions, a competitive climate in the organization, and employee willingness to strive for self-improvement. The stability dimension has two indicators, namely organizational support in maintaining the status quo and work stability.

### **Servant Leadership**

Greenleaf in Agatha & Go (2022) explains that servant leadership is a leadership that prioritizes service or is willing to serve its employees. Within the civil service (ASN) environment, servant leadership is seen as a relevant leadership style because it aligns with the core values of public service, accountability, and the public interest. Barbuto & Wheeler in Agatha & Go (2021) stated that servant leadership can be measured by five dimensions, namely altruistic calling, emotional healing, wisdom, persuasive mapping, and organizational stewardship. The altruistic calling dimension has four indicators, namely leaders who prioritize others first, leaders who do everything to serve, leaders who sacrifice their personal desires for others, leaders who go beyond the call of duty to meet the needs of others. The emotional healing dimension has four indicators, namely leaders who will be met by their followers when experiencing personal trauma, leaders who help their followers overcome their emotional problems, leaders who help their followers recover from emotional problems, and leaders who are able to help their followers overcome heartache. The wisdom dimension has five indicators, namely leaders who are alert to what is happening, leaders who are good at anticipating the consequences of decisions, leaders who have a high awareness of what is happening, leaders who know what is happening, and leaders who know what will happen. The persuasive mapping dimension has five indicators, namely the leader offers strong reasons for his followers to do something, the leader encourages his followers to have big dreams, a leader who is very persuasive, a leader who is good at convincing his followers to do something, and a leader who is talented in persuading his followers. The organizational stewardship dimension has five indicators, namely the leader who believes that organizations need to play a moral role in society, the leader believes that organizations need to function as a community, the leader sees the potential of organizations to contribute to society, the leader encourages his followers to have a community spirit, and the leader prepares the organization to make positive changes in the future.

### **Organizational Commitment**

Luthan & Doh in Wardhana (2024) explains that organizational commitment is an attitude that reflects an individual's loyalty to the organization and is a continuous process to demonstrate an individual's concern for the success and progress of the organization. In the context of regional apparatus, organizational commitment is important to ensure the continuity of effective and quality public services. Allan Mayer et al. in Heriyawan (2015), provides three dimensions to measure organizational commitment, namely affective commitment, continuance commitment, and normative commitment. The affective commitment dimension has three indicators, namely enjoying a career in the organization, being committed to the organization, and feeling part of the organization. The continuance commitment dimension has four indicators, namely enjoying work in the organization, not wanting to leave the organization, being loyal to the job, and the organization being in accordance with expectations and desires. The normative commitment dimension has three indicators, namely not being affected by people moving to other organizations, being loyal to the organization, and being committed to carrying out tasks.

## **Employee Performance**

Mangkunegara (2021) Mangkunegara explains that employee performance is the work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Hardina & Vikaliana (2020) provides five dimensions to measure employee performance, namely work quantity, work quality, cooperation, responsibility, and initiative. The work quantity dimension has two indicators, namely speed in completing work, the ability to complete work according to the specified target. The work quality dimension has three indicators, namely neatness in completing work, accuracy in completing work, and work results according to company expectations. The cooperation dimension has two indicators, namely being able to work well with a group and being able to follow directions given by the group. The responsibility dimension has two indicators, namely work results can be accounted for and decisions made can be accounted for. The initiative dimension has one indicator, namely being able to use skill abilities in completing work.

## **HYPOTHESIS DEVELOPMENT**

### **The Influence of Organizational Culture on Organizational Commitment**

Study Hanafi & Rifani (2022), Triyanto & Jaenab (2020), and Komariyah et al. (2023) found that organizational culture has a positive influence on organizational commitment. Based on the empirical study, it can be formulated:

H1: Organizational culture has a positive influence on organizational commitment.

### **The Influence of Servant Leadership on Organizational Commitment**

Research by Goh et al. (2013), Mulyatini et al. (2020), Damanhuri et al. (2022), Ratnawili et al. (2023), Simamora (2022), Alhaitan et al. (2023), and Susanto (2022) stated that servant leadership has an influence on organizational commitment. Based on the empirical study, it can be formulated:

H2: Servant leadership has a positive influence on organizational commitment.

### **The Influence of Organizational Culture on Employee Performance**

Study Byarwati & Muslikh (2017), Hendra (2018), Tiyanti et al. (2019), Akhmad (2023), and Iskanto (2023) shows that organizational culture influences employee performance. Based on the empirical study, it can be formulated:

H3: Organizational culture has a positive influence on employee performance.

### **The Influence of Servant Leadership on Employee Performance**

Research conducted Kurniawan (2019), Human (2020), and Irfan et al. (2021) stated that servant leadership influences employee performance. Based on the empirical study, it can be formulated:

H4: Servant leadership has a positive influence on employee performance.

### **The Influence of Organizational Commitment on Employee Performance**

Research conducted Angraini et al. (2021), Anggraeni & Yudianto (2023), and Anugrah et al. (2024) states that organizational commitment has an impact on employee performance. Based on the empirical study, it can be formulated:

H5: Organizational commitment has a positive effect on employee performance.

### **The Influence of Organizational Culture on Employee Performance Mediated by Organizational Commitment**

Study Anggara et al. (2022) and Wahab & Soliha (2025) states that organizational culture plays a role in improving employee performance mediated by organizational commitment. Based on the empirical study, it can be formulated:

H6: Organizational culture influences employee performance mediated by organizational commitment.

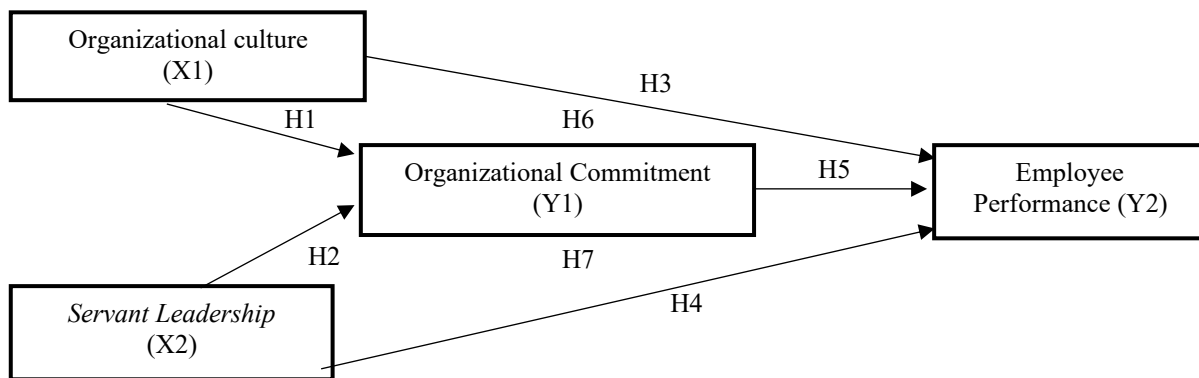
## The Influence of Servant Leadership on Employee Performance Mediated by Organizational Commitment

Study Damanhuri et al. (2022), Alhaitan et al. (2023), Ayuningtyas & Nurhayati (2023), and Alviani et al. (2021) stated that organizational commitment can mediate the influence of servant leadership on employee performance. Based on the empirical study, it can be formulated:

H7: Servant leadership has an effect on employee performance mediated by organizational commitment.

The conceptual framework used in this study consists of organizational culture, servant leadership as the independent variable, organizational commitment as the mediating variable, and employee performance as the dependent variable. The graphical model is shown in Figure 1.

**Figure 1**  
**Conceptual Framework**



## METHODS

This study uses an explanatory research approach, a type of research whose purpose is to explain the influence and relationship between variables through hypothesis testing. This study aims to analyze the influence of organizational culture and servant leadership on employee performance mediated by organizational commitment. The population in the study was all ASN at BPKPAD Batang Regency, totaling 78 people. Data collection, tabulation, and analysis used a 5-point Likert Scale measurement from strongly disagree (1) to strongly agree (5), the data obtained were analyzed using SPSS software version 24. Data testing includes respondent descriptions, variable descriptions, validity tests, reliability tests, F tests,  $R^2$  tests, t tests, and mediation tests using the Sobel test to determine the role of organizational commitment as a mediating variable.

## RESULTS

### Respondent Description

**Table 1**  
**Respondent Descriptive**

|                  | Criteria    | Amount | Percentage |
|------------------|-------------|--------|------------|
| Age              | >40 years   | 49     | 62.82      |
| Gender           | Man         | 41     | 52.6       |
| Education        | D-IV/S1     | 54     | 69.23      |
| Years of service | 16-20 years | 30     | 38.46      |
| Group            | III         | 58     | 74.36      |

Source: Data processed in 2026.

Based on Table 1, it is known that the majority of respondents are aged >40 years, as many as 49 people (62.82%), from the male gender, as many as 41 people (52.6%), the majority of educational level is D-IV/S1, as many as 54 people (69.23%), work experience of 16-20 years as many as 30 people (38.46%), and have rank/group III as many as 58 people (74.36%).

### Variable Description

**Table 2**  
**Organizational Culture Variables**

|      | <i>Mean</i> |       | <i>Mean</i> |       | <i>Mean</i> |
|------|-------------|-------|-------------|-------|-------------|
| X1.1 | 4.51        | X1.9  | 4.05        | X1.17 | 4.36        |
| X1.2 | 4.60        | X1.10 | 4.29        | X1.18 | 4.09        |
| X1.3 | 4.50        | X1.11 | 3.96        | X1    | 4.23        |
| X1.4 | 4.42        | X1.12 | 3.81        |       |             |
| X1.5 | 4.19        | X1.13 | 3.91        |       |             |
| X1.6 | 4.29        | X1.14 | 4.18        |       |             |
| X1.7 | 4.21        | X1.15 | 4.32        |       |             |
| X1.8 | 4.18        | X1.16 | 4.23        |       |             |

Source: Data processed in 2026

**Table 3**  
**Servant Leadership Variables**

|      | <i>Mean</i> |       | <i>Mean</i> |       | <i>Mean</i> |
|------|-------------|-------|-------------|-------|-------------|
| X2.1 | 3.69        | X2.9  | 3.83        | X2.17 | 3.92        |
| X2.2 | 3.60        | X2.10 | 3.78        | X2.18 | 4.10        |
| X2.3 | 3.77        | X2.11 | 3.78        | X2.19 | 4.09        |
| X2.4 | 3.74        | X2.12 | 3.59        | X2.20 | 4.06        |
| X2.5 | 3.85        | X2.13 | 3.68        | X2.21 | 4.08        |
| X2.6 | 3.83        | X2.14 | 3.69        | X2.22 | 4.03        |
| X2.7 | 3.81        | X2.15 | 3.68        | X2.23 | 3.96        |
| X2.8 | 3.85        | X2.16 | 3.74        | X2    | 3.84        |

Source: Data processed in 2026

**Table 4**  
**Organizational Commitment Variables**

|      | <i>Mean</i> |      | <i>Mean</i> |       | <i>Mean</i> |
|------|-------------|------|-------------|-------|-------------|
| Y1.1 | 3.92        | Y1.5 | 4.28        | Y1.9  | 4.31        |
| Y1.2 | 4.26        | Y1.6 | 4.22        | Y1.10 | 4.15        |
| Y1.3 | 4.42        | Y1.7 | 4.32        | Y1    | 4.24        |
| Y1.4 | 4.22        | Y1.8 | 4.29        |       |             |

Source: Data processed in 2026

**Table 5**  
**Employee Performance Variables**

|      | <i>Mean</i> |      | <i>Mean</i> |       | <i>Mean</i> |
|------|-------------|------|-------------|-------|-------------|
| Y2.1 | 4.26        | Y2.5 | 4.19        | Y2.9  | 3.86        |
| Y2.2 | 4.31        | Y2.6 | 3.91        | Y2.10 | 3.81        |
| Y2.3 | 4.31        | Y2.7 | 4.05        | Y2    | 4.10        |
| Y2.4 | 4.27        | Y2.8 | 4.04        |       |             |

Source: Data processed in 2026

The mean value of 4.25 in Table 2 for organizational culture indicates that respondents' perceptions are in the high category with 18 indicators. The mean value of 3.84 in Table 3 for servant leadership indicates respondents' perceptions are in the high category with 23 indicators. The mean value of 4.24 in Table 4 for organizational commitment indicates that it is in the high category with 10 indicators. Furthermore, the mean value of 4.10 in Table 5 for employee performance is in the high category with 10 indicators.

### Validity Test Results

**Table 6**  
**Validity Test Results**

| <b>Variables</b>          | <b>KMO</b> | <b>Component Matrix</b> |
|---------------------------|------------|-------------------------|
| Organizational culture    | 0.873      | >0.5                    |
| Servant Leadership        | 0.923      | >0.5                    |
| Organizational Commitment | 0.833      | >0.5                    |
| Employee Performance      | 0.816      | >0.5                    |

Source: Data Processed in 2026

Based on Table 6, it can be shown that the KMO of organizational culture, servant leadership, organizational commitment, and employee performance is >0.5, it is concluded that the sample adequacy is met with a loading factor >0.5. The results of the component matrix test of 18 indicators of organizational culture, 14 indicators have a component matrix >0.5 so they are declared valid, 4 indicators, namely X1.13, X1.16, X1.17, and X1.18 have a component matrix value <0.5 so they are declared invalid and excluded from further analysis. The component matrix value of 23 indicators of servant leadership has a component matrix >0.5 so they are declared valid. The component matrix value of 10 indicators of organizational commitment, 9 indicators have a component matrix >0.5 so they are declared valid. Meanwhile, 1 indicator, namely Y1.10 has a component matrix value <0.5 so it is declared invalid and excluded from further analysis. The component matrix value of 10 indicators of employee performance, 9 indicators have a component matrix >0.5 so they are declared valid. Meanwhile, one indicator, Y2.6, had a component matrix value <0.5, so it was declared invalid and removed from further analysis. Therefore, it can be concluded that all indicators are valid after removing several indicators.

### Reliability Test Results

**Table 7**  
**Reliability Test Results**

| <b>Variables</b>          | <b>Cronbach's Alpha</b> | <b>Criteria</b> |
|---------------------------|-------------------------|-----------------|
| Organizational culture    | 0.971                   | >0.7            |
| Servant Leadership        | 0.974                   | >0.7            |
| Organizational Commitment | 0.885                   | >0.7            |
| Employee Performance      | 0.885                   | >0.7            |

Source: Data Processed in 2026

Based on Table 7, it can be shown that Cronbach's alpha for organizational culture, servant leadership, organizational commitment, and employee performance is >0.7, meaning that all variables are declared reliable.

**Results of Multiple Linear Regression Analysis**

**Table 8**

**Multiple Regression Analysis Results**

| Model  | Independent Variables     | Adjusted R <sup>2</sup> | Anova  |       | Standardized Coefficients |       | Information              |
|--|---------------------------|-------------------------|--------|-------|---------------------------|-------|--------------------------|
|  |                           |                         | F      | Sig   | Beta                      | Sig   |                          |
| <b>Model I: Y1 = 0.749 X1 + 0.029 X2 + e1</b>  |                           |                         |        |       |                           |       |                          |
| <b>Model I:</b><br>The Influence of Organizational Culture and Servant Leadership on Organizational Commitment                         | Organizational culture    | 0.577                   | 53,411 | 0,000 | 0.749                     | 0,000 | Hypothesis 1 is accepted |
|  | Servant Leadership        |                         |        |       | 0.029                     | 0.745 | Hypothesis 2 is rejected |
| <b>Model II: Y2 = 0.465 X1 + 0.134 X2 + 0.372 Y1 + e2</b>  |                           |                         |        |       |                           |       |                          |
| <b>Model II:</b><br>The Influence of Organizational Culture, Servant Leadership, and Organizational Commitment on Employee Performance | Organizational culture    | 0.673                   | 53,894 | 0,000 | 0.465                     | 0,000 | Hypothesis 3 is accepted |
|  | Servant Leadership        |                         |        |       | 0.134                     | 0.094 | Hypothesis 4 is rejected |
|  | Organizational Commitment |                         |        |       | 0.372                     | 0.002 | Hypothesis 5 is accepted |

Source: Data Processed in 2026

**Based on Table 8, the test results for Model 1 can be shown:**

- In the F test results, the sig value is 0.000 < 0.05, meaning the model is fit or suitable for further analysis.
- The results of the determination coefficient test obtained an Adjusted R<sup>2</sup> value of 0.577, which means that the organizational culture and servant leadership variables are able to explain 57.7% of the organizational commitment variable, while the remaining 42.3% is explained by other variables outside the research model.
- H1: Organizational culture has a positive influence on organizational commitment.  
The sig value of 0.000 < 0.05 and the beta value of 0.749 are positive, meaning that organizational culture has a positive effect on organizational commitment. Thus, H1 is accepted.  
H2: Servant leadership has no effect on organizational commitment  
The sig value of 0.745 > 0.05 and the beta value of 0.029 is positive, meaning that servant leadership has no effect. towards organizational commitment. Thus, H2 is rejected.

**Based on Table 8, the test results for Model II can be shown:**

- In the F test results, the sig value is 0.000 < 0.05, meaning the model is fit or suitable for further analysis.
- The results of the determination coefficient test obtained an Adjusted R<sup>2</sup> value of 0.673, which means that the variables of organizational culture, servant leadership, and organizational commitment are able to explain 67.3% of the employee performance variable, while the remaining 32.7% is explained by other variables outside the research model.
- H3: Organizational culture has a positive influence on employee performance.  
The sig value of 0.000 < 0.05 and the beta value of 0.465 are positive, meaning that organizational culture has a positive effect on employee performance. Thus, H3 is accepted.

H4: Servant leadership has a positive effect on employee performance.

The sig value of 0.094 >0.05 and the beta value of 0.134 is positive, meaning servant leadership does not affect employee performance. Thus, H4 is rejected.

H5: Organizational commitment has a positive effect on employee performance.

The sig value of 0.002 <0.05 and the beta value of 0.372 are positive, meaning that organizational commitment has a positive effect on employee performance. Thus, H5 is accepted.

### Mediation test results

#### The Influence of Organizational Culture on Employee Performance Mediated by Organizational Commitment

**Table 9**  
**Mediation Test 1**

| Variables | <i>Sobel test statistic</i> | <i>One-tailed probability</i> | <i>Two-tailed probability</i> | Information              |
|-----------|-----------------------------|-------------------------------|-------------------------------|--------------------------|
| X1→Y1→Y2  | 3,006                       | 0.001                         | 0.002                         | Hypothesis 6 is accepted |

Source: Data processed in 2026

Description: X1 = Organizational Culture; Y1 = Organizational Commitment; Y2 = Employee Performance

Based on Table 9, the two-tailed probability value of 0.002 <0.05 means that organizational commitment mediates the influence of organizational culture on employee performance. Thus, H6 is accepted.

#### The Influence of Servant Leadership on Employee Performance Mediated by Organizational Commitment

**Table 10**  
**Mediation Test 2**

| Variables | <i>Sobel test statistic</i> | <i>One-tailed probability</i> | <i>Two-tailed probability</i> | Information              |
|-----------|-----------------------------|-------------------------------|-------------------------------|--------------------------|
| X2→Y1→Y2  | 0.324                       | 0.372                         | 0.745                         | Hypothesis 7 is rejected |

Source: Data processed in 2026

Description: X2 = Servant Leadership; Y1 = Organizational Commitment; Y2 = Employee Performance

Based on Table 10, the two-tailed probability value of 0.745 >0.05 indicates that organizational commitment does not mediate the effect of servant leadership on employee performance. Thus, H7 is rejected.

## DISCUSSION

### Organizational Culture Has a Positive Influence on Organizational Commitment

Descriptive analysis of respondent characteristics revealed that employees were predominantly over 40 years old with a Diploma IV/Bachelor's degree. In the mid- to senior-career phase, employees generally possess extensive work experience and a strong understanding of the values and norms of the regional apparatus, making them more responsive to the organizational culture.

The description of organizational culture variables in this regional apparatus organization is seen through support and a work atmosphere for creativity, respect for organizational aspirations, consideration of organizational members in decision-making, organizational member responsibility, performance evaluation, organizational attention to recreation, a competitive climate within the organization, and organizational support in maintaining the status quo. Several of these indicators support the creation of a situation where employees are happy with their careers in the organization, enjoy their work in the organization, and are loyal to the organization. This situation illustrates the condition of the organizational culture that supports the creation of good organizational commitment. The better the organizational culture in the organization, the higher the level of employee commitment. This finding is in line with previous research by Hanafi & Rifani (2022) and Komariyah et al. (2023) shows that organizational culture has a positive and significant influence on organizational commitment.

### **Servant Leadership No Effect on Organizational Commitment**

Based on the respondents' descriptions, the majority of employees are over 40 years old, have a Diploma IV/Bachelor's degree, and are male. This indicates that employees have advantages in experience, expertise, and professional maturity. In addition, employees They are at the peak of their careers with extensive experience, but simultaneously face the risk of physical decline and certain health challenges. In Indonesia, this group is also approaching retirement age as stipulated in legislation.

Based on the description of servant leadership variables, the implementation in this regional apparatus has not been felt to be optimal, especially several indicators, including leaders who prioritize others first, leaders who do everything to serve, leaders who sacrifice their personal desires for others, leaders go beyond the call of duty to meet the needs of others, leaders help their followers overcome their emotional problems, leaders help their followers recover from emotional problems, leaders who are alert to what is happening, leaders who are good at anticipating the consequences of decisions, leaders who have a high awareness of what is happening, leaders who know what is happening, leaders who know what will happen, leaders offer strong reasons for their followers to do something, leaders encourage their followers to have big dreams, and a very persuasive leader. The condition of a leader who is less than optimal in serving his employees is the cause of the decline in employee organizational commitment.

Based on the results of the hypothesis testing, it was found that servant leadership had no effect on organizational commitment. This indicates that employee performance is not entirely determined by the level of servant leadership they receive, but rather is influenced by other factors. This finding aligns with previous research by Suhartatik & Ellitan (2022).

### **Organizational Culture Has a Positive Influence on Employee Performance**

Based on respondents' descriptions, the majority of employees are male, have a Diploma IV/Bachelor's degree, have 0-5 years of experience, and hold executive positions. This indicates that these employees hold highly sought-after qualifications for supervisory and entry-level administrator positions. Diploma IV graduates possess superior technical competencies equivalent to those of a Bachelor's degree and are recognized as having the same qualifications in the workplace.

Organizational culture variables that provide support and a work atmosphere that is conducive to creativity, respect for organizational aspirations, consideration of organizational members in decision-making, organizational member responsibility, performance evaluation, organizational attention to recreation, a competitive climate within the organization, and organizational support in maintaining the status quo. Several of the indicators above encourage employees to complete work quickly, be neat and meticulous in completing their work, be able to cooperate well with the work team, be accountable for their work results, and be able to use abilities and skills in completing work. Thus, organizational culture supports the creation of good employee performance. These findings are in line with research. Akhmad (2023), Byarwati & Muslikh (2017),

Hendra (2018), Iskanto (2023), and Tiayanti et al. (2019) Which shows that organizational culture influences employee performance.

### **Servant Leadership No Effect on Employee Performance**

Servant leadership positioning leaders as those who serve, care for, provide support, and prioritize the interests of their subordinates over their own interests, in order to create a more caring and better organization.

Research findings reveal that servant leadership has no impact on employee performance. This finding suggests that the implementation of servant leadership, which focuses on service, has not yet succeeded in directly improving employee performance within the organisations studied. This situation may be due to other factors that have a greater influence on employee performance, such as organisational culture, work systems, and employee characteristics, meaning that the contribution of servant leadership to improving performance has not yet been significantly evident.

Based on the results of the hypothesis testing, it was found that servant leadership does not influence employee performance; this finding is consistent with the research conducted by Agatha & Go (2021), which stated that servant leadership does not influence employee performance.

### **Organizational Commitment Influences Employee Performance**

Based on the description of organizational commitment variables, several indicators have a mean value above the average variable, including commitment to the organization, feeling part of the organization, not wanting to leave the organization, feeling the organization is in accordance with expectations and desires, and loyalty to the organization. This condition shows that high organizational commitment encourages employees to complete work according to the specified targets, work results are in accordance with the organization's expectations, decisions made can be accounted for and can use abilities and skills in completing work.

This finding is supported by the results of research conducted Anggraeni & Yudianto (2023), Angraini et al. (2021), and Anugrah et al. (2024) which states that organizational commitment has an influence on employee performance.

### **Organizational Commitment Mediates the Effect of Organizational Culture on Employee Performance**

Organizational commitment can mediate the influence of organizational culture on employee performance, meaning a strong and positive organizational culture will increase employee commitment, which ultimately drives their performance improvement, although its direct influence is sometimes insignificant, commitment becomes an important bridge that strengthens the relationship, ensuring that cultural values are truly translated into concrete performance actions. The existence of organizational commitment strengthens the growth of organizational culture. And a good organizational culture affects the quality of employee performance.

Organizational commitment can be a mediating variable that strengthens the positive influence of organizational culture on employee performance. This means that a positive organizational culture will increase employee commitment, and this commitment will then drive higher performance, although some studies have found mixed results depending on the context. Organizational culture creates values and behaviors that, if positive, will increase employee loyalty and emotional attachment (commitment), so they are motivated to perform well.

The research results show that organizational commitment plays a significant role as a mediating variable in the relationship between organizational culture and employee performance. This means that a positive organizational culture can improve employee performance by increasing commitment to the organization. This finding is supported by research. Anggara et al. (2022), Alhaitan et al. (2023) and Wahab & Soliha (2025) which states that the role of organizational culture on employee performance with organizational commitment as an intervening variable was found to be positive and significant.

## **Organizational Commitment Does Not Mediate the Effect of Servant Leadership on Employee Performance**

In the BPKPAD environment, which has a bureaucratic and relatively rigid work system, organizational commitment can sometimes become static. Therefore, changing leadership style to servant leadership has a direct impact on daily performance without significantly changing employee commitment levels.

The test results show that organizational commitment is not able to mediate the influence of servant leadership on employee performance. Servant leadership often has a very strong and direct positive influence on performance without the need for commitment intermediaries, especially if leaders are very focused on developing employees' technical skills. This finding is in line with research Nugroho et al. (2021) which states that organizational commitment is not able to mediate the influence of servant leadership on performance.

## **CONCLUSION**

Based on the data analysis, hypothesis testing and discussion, it can be concluded that organisational culture has a positive influence on organisational commitment, servant leadership has no influence on organisational commitment, organisational culture has a positive influence on employee performance, servant leadership has no influence on employee performance, organisational commitment has a positive influence on employee performance, organisational commitment acts as a mediating variable in the influence of organisational culture on employee performance, and organisational commitment does not act as a mediating variable in the effect of servant leadership on employee performance.

The results of this study provide input to not only focus on improving employee welfare, but also ensure that policies and programs are able to strengthen organizational commitment, such as providing clear job responsibilities and in accordance with competencies, opportunities for self-development, and harmonious working relationships, need to be continuously improved because they have been proven to affect employee performance. In addition, human resource management policies should be directed at creating a work environment that supports employee commitment, strengthening organizational commitment has been proven to be one of the factors in improving employee performance. By increasing organizational commitment, it is hoped that the performance of BPKPAD Batang Regency employees can be increasingly optimal in supporting the achievement of organizational goals.

This study's limitations are that it only involved one regional government agency, preventing comprehensive results. Therefore, it is recommended that future studies include respondents from other agencies, companies, or private organizations. Therefore, further research is recommended to expand the number of respondents and include other variables that could potentially influence employee performance.

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