

## THE ROLE OF ORGANIZATIONAL COMMITMENT IN MEDIATING THE RELATIONSHIP BETWEEN WORK CULTURE, HUMAN RESOURCE QUALITY, AND EMPLOYEE PRODUCTIVITY

<sup>1</sup>Riahi M, <sup>2</sup>Azizan O. and <sup>3</sup>Rasti-Barzoki M

### Article Info

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### Abstract

This study explores the impact of work culture and human resource quality on employee productivity through the mediating role of organizational commitment. Using a sample of 55 employees from the agency for rural community empowerment, population arrangement, and women empowerment of Nagan Raya District in Indonesia, data was collected through a questionnaire and analyzed using structural equation modeling (SEM) through Smart-PLS software. Results indicate that work culture and human resource quality had a significant and positive effect on both organizational commitment and employee productivity. Additionally, organizational commitment was found to mediate the impact of work culture and human resource quality on employee productivity. These findings provide valuable insights for human resource practitioners in government agencies and add to the existing literature on the role of organizational commitment in mediating relationships between variables.

### Introduction

The agency for rural community empowerment, population arrangement, and women empowerment of Nagan Raya District plays a crucial role in encouraging the empowerment of rural communities, including women. In order to enhance the performance of their services, the agency's head aims to increase employee productivity. Previous studies have established that work productivity is positively impacted by the quality of human resources and work culture [2] [5]. The aim of this research is to investigate how work culture and human resource quality impact organizational commitment, which in turn affects employee productivity. Based on a small survey, initial findings showed variations in employees' work productivity, which could be attributed to their sense of responsibility, love for work, ability to complete work on time, and understanding of work[2][5][2]. These findings underscore the importance of expertise and skill in enhancing work productivity. This study uses a sample of all 55 employees of the agency, and data was collected using a questionnaire in the form of closed statements/questions on a Likert scale of 1-5. The responses were then analyzed using structural equation modeling (SEM) through Smart-PLS software. The study found that work culture and human resource quality

had a positive and significant effect on organizational commitment and employee productivity. Organizational commitment also significantly mediated the impact of work culture and human resource quality on employee productivity. Findings from this study provide useful insights for human resource practitioners in government agencies and contribute to the literature on organizational commitment's mediating role in the relationship between variables.

## **2. Literature review**

### **2.1 The links between work culture and organizational commitment**

Organizational commitment can be defined as a sense of attachment of employees to the organization where they work. The commitment or sense of attachment of employees to the organization is related to their assessment of the work culture that applies to the organization. At the empirical level, the existence of a link between workplace culture and organizational commitment has been proven by a number of researchers. The study conducted by Lee et al. (2016) proves that employees' assessment of the work culture that applies to the organization where they work has a positive and significant relationship with their sense of attachment to the organization. The better the assessment of work culture, the higher the commitment to the organization. Previously, research by Su et al. (2013) on public sector organizations in Australia also proves that organizational culture which is then reflected in the form of work culture has a positive and significant impact on employee commitment to the organization where they work. The results of other studies such as Shahriari et al. (2022) also prove that an assessment of organizational culture is positively and significantly related to employee commitment to the organization where they work.

**2.2 The links between human resources quality and organizational commitment** Organizational commitment relates to an employee's sense of attachment to the organization where they work. This sense of attachment can be influenced by a number of factors including the quality of the employee's own human resources, which is reflected in the work skills they have. When an employee has work skills that are in accordance with the demands of the work assigned to him, there will be a sense of comfort at work, and this condition has an impact on their commitment to their work and work environment. Thus, the skills and workability of an employee as a reflection of the quality of the employee's human resources can have an impact on his commitment to the organization. Empirically, the influence of human resources quality on organizational commitment has been proven by Martini et al. (2020) who revealed that the competence and quality of HR can not only significantly increase employee commitment, but also have an impact on the achievement of their work results.

### **2.3 The links between work culture and employee productivity**

Work culture can affect employee productivity and performance. The relationship between workplace culture and work productivity can be explained in Tiernay's organizational culture diagnosis model that the better the quality of the factors contained in the organizational culture, the better the organizational performance (Iljins et al., 2015). Employees who already understand the overall values and or work in an organization will make these values as a personality at work. These values and beliefs will be manifested into their daily behavior at work, so that it will become an individual performance. Supported by existing human resources, systems, technology, corporate strategy, and logistics, each individual's good performance will lead to good organizational performance as well. Kotter & Heskett (2012) stated that the prevailing culture in an organization has a strong impact on organizational performance. The work culture adopted by organizational members has a significant impact on organizational performance in the long term. Work culture is significantly and positively related to employee performance which in turn can improve organizational performance (Fey & Denison, 2010). This is in accordance with the findings of Amri (2015) pointed out that there is a positive relationship between workplace culture and organizational performance. Likewise, the study of Kuo & Tsai (2017) also reveals that employees' assessments of work culture

and the values and norms that apply in the organization have a significant impact on their work productivity. A recent study by Al-Shehhi et al. (2021) also strengthens empirical evidence that work culture has a positive and significant effect on employee productivity and organizational performance.

## 2.4 The links between human resources quality and work productivity

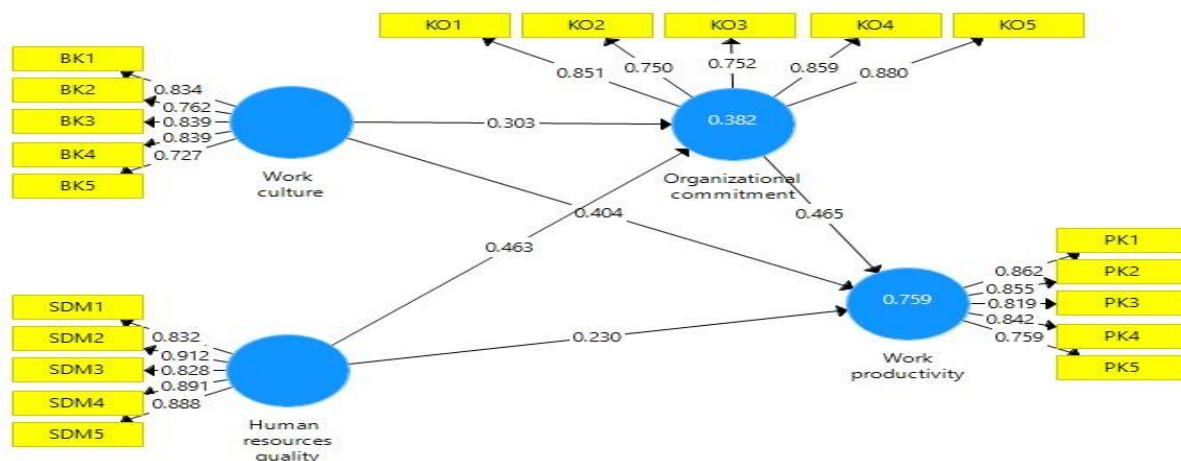
Expertise is the power to do an action (Robbins, 2016: 46). The expertise possessed by an employee can affect the smooth completion of the tasks assigned to him. The better a person's skills, the greater his ability to complete the workload given. Hence, expertise is one of the determining factors for employee performance. Wade & Parent (2012) stated that there is a positive relationship between work skills and employee performance. Previously, Zmud (2014) also found that the expertise possessed by an employee, both technical skills and organizational skills had a positive effect on employee work outcomes. This is in line with the research findings of Lee et al. (2016) which concludes that the technical expertise possessed by an employee in relation to the assigned tasks greatly determines the work productivity of the employee concerned. The existence of a link between employee work productivity and work skills is also reinforced by the research findings of Sasso & Ritzen (2018) which reveal that most of the variation in labor productivity is explained by the expertise and work skills they have. Previously, a study conducted by Mandes & Machado (2014) also proved that the quality of the workforce not only affects work productivity but also has a significant impact on the performance of the organizations where they work.

## 3. Data and methodology

This research was conducted at the Agency for rural community empowerment, population arrangement, and women empowerment of Nagan Raya District. The object of research relates to employee work productivity and their commitment or sense of attachment to the agency, which is then linked to perceptions of work culture and quality of human resources. All employees of the agency were used as research subjects so this research was a population study. Data collection uses a questionnaire in the form of closed questions/statements filled out by employees. Data measurement uses a Likert scale of 1-5 (Amri, 2013; Ratnawati & Amri, 2013; Amri & Nurmala, 2021), and then the data analysis model that is applied is Structural Equation Modeling (SEM)-Smart PLS.

## 4. Result and discussion

As explained in the previous chapter, this study places organizational commitment as a moderating variable between employee productivity and work culture, and the quality of human resources. So that the influence between variables can occur directly or indirectly. Through the use of Smart-PLS as a data processing tool, the estimation coefficient, which in structural equation modeling (SEM) terminology is often also called the path coefficient, is obtained through the bootstrapping process, the results are as shown in Figure 1, and the estimated coefficient values between variables such as in Table 1.



**Figure 1. The result of PLS-estimation Table 1. Path coefficient of research variables**

			Estimate coefficient	t-test	p-value
Work culture	--- >	Organizational commitment	0.303	2.242	0.025
Work culture	--- >	Work productivity	0.404	3.364	0.001
Organizational commitment	--- >	Work productivity	0.465	3.441	0.001
Quality of human resources	--- >	Organizational commitment	0.463	2.549	0.011
Quality of human resources	--- >	Work productivity	0.230	2.386	0.017

Sources: Primary data (Processed), 2022.

Table 1 shows the path coefficient of work culture on organizational commitment of 0.303 (pvalue < 0.05). This means that work culture has a positive and significant effect on organizational commitment. The better the employee's perception of the work culture that applies to the Agency for rural community empowerment, population arrangement, and women empowerment of Nagan Raya District, the higher their commitment or sense of attachment to the agency. On the other hand, when the assessment of work culture is not good, then this condition has an impact on decreasing employee commitment. This finding is consistent with the research results of Gutierrez et al. (2012) which also proves that work culture which is reflected through work values and organizational support is positively related to the commitment or sense of attachment of employees to the organization where they work. The better the assessment of work culture, the higher the organizational commitment. Conversely, when employees have a poor assessment of work culture, this condition can have a negative impact on commitment.

The quality of human resources also has a positive and significant effect on organizational commitment. Statistically, this indication is indicated by the path coefficient of 0.463 (p-value < 0.05). The better the quality of human resources, the higher the organizational commitment. On the other hand, when the quality of human resources decreases, this condition has a negative impact on the decrease in commitment. In other words, employees with better quality have a higher commitment. On the other hand, employees with poor quality have a relatively low commitment to the agency. The results of the study strengthen the findings of Martini et al. (2020) who also found that the competency of human resources significantly affects organizational commitment. Employees with relatively good competencies indicated by relatively good work skills and knowledge have better commitment than employees with poor work skills. This finding also confirms the results of the Huynh & Hua (2020) study which also provides empirical evidence that the successful implementation of tasks by employees based on the quality and workability they have has a significant impact on their sense of attachment to the organization where they work.

By placing work productivity as an endogenous variable, statistical results such as the table above show that culture has a positive effect on employee productivity with an estimated coefficient of 0.404 (p-value < 0.05). The better the employee's assessment of work culture, the higher their work productivity. Conversely, when the assessment of work culture decreases, this has an impact on decreasing work productivity. This finding is in line with the opinion of Westove et al. (2010) which states that work culture and values that apply in the workplace have a significant impact on employee work productivity. The better the employee's assessment of the values and norms that apply in the work environment, the better the work productivity. The quality of human resources also has a positive and significant effect on work productivity. This is indicated by the estimated coefficient of 0.230 (p-value < 0.05). The better the quality of human resources, the higher the work productivity. On the other hand,

a decrease in the quality of human resources significantly reduces work productivity. The results of this study are in line with the research findings of Martini et al. (2020) which also pointed out that the workability of an employee has a significant impact on their work productivity

Organizational commitment has a positive and significant effect on the work productivity of employees of the agency for rural community empowerment, population arrangement, and women empowerment of Nagan Raya District, with a path coefficient of 0.465 ( $p\text{-value} < 0.01$ ). At the 99% confidence level, the increase in organizational commitment significantly affects employee productivity. In other words, the higher the organizational commitment, the higher the work productivity. Conversely, a decrease in commitment has an impact on a decrease in work productivity. Thus, there is a unidirectional relationship between employee work productivity and employee commitment or sense of attachment to the local government agency.

As explained earlier, this study places organizational commitment as a mediating variable between employee productivity on the one hand, and work culture and human resource quality on the other. In other words, organizational commitment is positioned as an intermediate variable in the relationship between variables. Through the use of Smart-PLS as a data processing tool, the structural equation model (SEM)-PLS model can directly provide information about the direction and significance of the indirect effect between variables. The direction and significance of the indirect influence of work culture and quality of human resources on employee work productivity through organizational commitment are shown in Table 2.

**Tabel 2. Indirect effect**

			Estimate coefficient	t-test	p-value
Work culture	--- >	Work productivity	0.141	1.755	0.080
Quality of human resources	--- >	Work productivity	0.215	1.955	0.051

Source: Primary data (Processed), 2022.

The estimation results regarding the indirect effect of work culture on employee work productivity through organizational commitment resulted in an estimated coefficient of 0.141 with a p-value of 0.080 ( $< 0.10$ ). Thus, it can be interpreted that the influence of work culture on employee work productivity is only significant at 90% confidence. On the other hand, using 95% confidence, the effect is not significant. The estimation results regarding the indirect effect of HR quality on employee work productivity resulted in an estimated coefficient of 0.215 with a pvalue of 0.051 ( $< 0.10$ ), it can also be interpreted that the indirect effect of the quality of human resources on work productivity also occurs in 90% confidence. On the other hand, at the 95% confidence level, the effect is also not significant.

## 5. Conclusion and suggestion

Work culture and positive and significant impact on organizational commitment among the employee of the Agency for rural community empowerment, population arrangement, and women empowerment of Nagan Raya District. The better the perceived work culture, the higher the employee's commitment or sense of attachment to the service. On the other hand, employees with a poor evaluation of work culture and relatively low-quality human resources tend to have relatively low commitment. So that there is a unidirectional relationship between the assessment of work culture and employee commitment. Work culture and quality of human resources also have a positive and significant impact on the work productivity of employees of the local government agency. The better the assessment of work culture, the higher work productivity. Conversely, employees with a poor assessment of work culture will tend to have relatively low work productivity. Thus there is a unidirectional relationship between workplace culture and employee work productivity. Furthermore, organizational commitment does not only affect

the work productivity of employees but also mediates the influence of work culture and the quality of human resources on employee work productivity. The mediating effect played by organizational commitment in mediating the influence of work culture and human resources quality is partial mediation.

Referring to the conclusions described above, the Head of the Agency for rural community empowerment, population arrangement, and women empowerment of Nagan Raya District should increase the work productivity of the agency's employees. This is because employee work productivity is very important to improve the quality of public services, especially those related to village community empowerment. Operationally efforts to increase employee work productivity can be carried out through policy interventions on matters that theoretically and empirically can affect work productivity such as organizational commitment, quality of human resources, and work culture.

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