



ORGANIZATIONAL CULTURE, COMPETENCE, AND SUPPORT INFLUENCES ON COMMITMENT AND PERFORMANCE: AN EMPIRICAL STUDY AT PTPN III

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Abstract

This study aims to analyze the influence of organizational culture, competence, and perceived organizational support on organizational commitment and its implications for employee performance at PT Perkebunan Nusantara III. The population of this study consisted of 1,245 employees of PT Perkebunan Nusantara III. Using the Slovin formula with a 5 percent error level, 303 respondents were selected as research samples through proportionate random sampling. Data were collected using questionnaires and analyzed using Structural Equation Modeling (SEM) with AMOS. The results show that organizational culture, competence, and perceived organizational support have a positive and significant effect on organizational commitment. Furthermore, organizational commitment has a significant positive effect on employee performance. Organizational commitment also acts as a mediating variable in the relationship between organizational culture, competence, perceived organizational support, and employee performance. The limitation of this study lies in the use of cross-sectional data and the focus on a single company. Future research is recommended to involve multiple organizations and add other variables such as leadership style and job satisfaction.

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INTRODUCTION

Human resources play a strategic role in determining the success and sustainability of an organization. In an increasingly competitive business environment, organizations are required to manage human resources effectively to improve employee performance and maintain organizational competitiveness. Employee performance reflects the level of success achieved by employees in completing tasks and responsibilities assigned by the organization. Therefore, organizations must understand various factors that can influence employee performance, including organizational culture, employee competence, perceived organizational support, and organizational commitment (Robbins et al., 2025).

Organizational culture is considered one of the most important factors influencing employee attitudes and behavior within organizations. Organizational culture refers to shared values, beliefs, and norms that guide employees in carrying out their work and interacting with others in the organization. A strong organizational culture can encourage employees to align their goals with organizational objectives and strengthen their attachment to the organization. Previous studies have shown that organizational culture significantly influences organizational commitment and employee performance (Nguyen et al., 2020; Schein, 2010).

Another important factor that contributes to employee performance is employee competence. Competence reflects the knowledge, skills, abilities, and attitudes possessed by employees that enable them to perform their tasks effectively. Competent employees are more capable of adapting to work demands and achieving organizational targets. Several studies indicate that employee competence positively influences both organizational commitment and employee performance, as employees with higher competence tend to demonstrate greater confidence, motivation, and responsibility in completing their work (Almatrooshi et al., 2016; Martini et al., 2020; Spencer & Spencer, 2008).

In addition to competence, perceived organizational support (POS) has also been widely recognized as an important determinant of employee attitudes and behaviors. Perceived organizational support refers to employees' perceptions regarding how much the organization values their contributions and cares about their well-being (Eisenberger et al., 2020). When employees perceive strong organizational support, they are more likely to develop a stronger sense of belonging and loyalty toward the organization, which ultimately leads to higher organizational commitment and improved job performance (Maan et al., 2020; Rokhman, 2025).

Organizational commitment reflects the psychological attachment of employees to their organization and their willingness to remain part of the organization while contributing to its success. Employees who possess strong organizational commitment tend to exhibit higher motivation, dedication, and performance compared to those with low commitment (Meyer & Allen, 1997; Vichori et al., 2025). Therefore, organizational commitment is often considered a mediating variable that links organizational factors such as culture, competence, and organizational support with employee performance.

PT Perkebunan Nusantara III, as one of the state-owned plantation companies in Indonesia, relies heavily on the performance and commitment of its employees to maintain productivity and organizational sustainability. However, improving employee performance requires not only technical competence but also a supportive organizational environment that fosters strong commitment among employees. Understanding how organizational culture, competence, and perceived organizational support influence organizational commitment and employee performance is therefore essential for improving organizational effectiveness.

Based on the above discussion, this study aims to analyze the influence of organizational culture, competence, and perceived organizational support on organizational commitment and its implications for employee performance at PT Perkebunan Nusantara III. The results of this study are expected to

contribute to the development of human resource management literature and provide practical insights for organizations in improving employee commitment and performance.

Organizational culture refers to a system of shared values, beliefs, and norms that influence how employees think, behave, and interact within an organization. Organizational culture shapes employees' attitudes toward their work and the organization, thereby influencing organizational effectiveness and employee performance (Putriani & Pareke, 2025; Wicaksono & Almadana, 2025). According to Barajas (2024) and Schein (2010). Organizational culture consists of basic assumptions, values, and artifacts that guide behavior in organizations. A strong organizational culture helps employees understand organizational expectations and promotes commitment to organizational goals.

Previous studies indicate that organizational culture plays a significant role in strengthening organizational commitment and improving employee performance. A supportive culture can foster employee engagement, cooperation, and responsibility toward organizational objectives (Nguyen et al., 2020; Putriani & Pareke, 2025). Therefore, organizational culture is considered a key factor in influencing employees' psychological attachment to the organization.

Based on this explanation, the following hypothesis is proposed:

H₁: Organizational culture has a positive and significant effect on organizational commitment.

Organizational culture also contributes to employee performance by creating an environment that encourages productivity, innovation, and teamwork. Employees who work in organizations with strong and positive cultures tend to demonstrate higher levels of motivation and job performance (Robbins et al., 2025). Thus, organizational culture is expected to directly influence employee performance.

H₂: Organizational culture has a positive and significant effect on employee performance.

Competence refers to the combination of knowledge, skills, abilities, and attitudes that enable individuals to perform their job effectively. Spencer & Spencer (2008) define competence as the underlying characteristics of individuals that are causally related to effective or superior job performance. Competent employees are more capable of completing tasks efficiently, solving problems, and adapting to organizational changes.

Several studies have found that employee competence significantly influences organizational commitment. Employees who possess high competence tend to feel more confident in their work and are more committed to contributing to organizational success (Almatrooshi et al., 2016). Competence also helps employees understand their roles and responsibilities more clearly, which can strengthen their attachment to the organization.

Based on this argument, the following hypothesis is proposed:

H₃: Competence has a positive and significant effect on organizational commitment.

In addition, competence is widely recognized as one of the primary determinants of employee performance. Employees who possess strong knowledge and skills are better able to achieve work targets and contribute to organizational productivity (Boyatzis, 2018; Lestari & Wirakusuma, 2026). Therefore, competence is expected to have a direct influence on employee performance.

H₄: Competence has a positive and significant effect on employee performance.

Perceived organizational support (POS) refers to employees' perceptions regarding how much the organization values their contributions and cares about their well-being. Eisenberger et al., (2020) state that when employees perceive strong organizational support, they are more likely to feel obligated to reciprocate through positive attitudes and behaviors toward the organization.

High perceived organizational support can strengthen employees' emotional attachment and loyalty to the organization, leading to stronger organizational commitment (Hoo et al., 2024; Rhoades & Eisenberger, 2002). Employees who feel appreciated and supported by their organization tend to develop stronger relationships with the organization and are more willing to remain in the organization.

Therefore, the following hypothesis is proposed:

H₅: Perceived organizational support has a positive and significant effect on organizational commitment.

Perceived organizational support also influences employee performance. Employees who feel supported by their organization tend to experience higher motivation, job satisfaction, and engagement, which ultimately improve their job performance (Firmansyah et al., 2022).

Thus, the following hypothesis is proposed:

H₆: Perceived organizational support has a positive and significant effect on employee performance.

Organizational commitment refers to the psychological attachment of employees to their organization and their willingness to remain part of the organization while contributing to its success. Al-Hawary et al., (2023) Identify three dimensions of organizational commitment: affective commitment, continuance commitment, and normative commitment.

Employees with strong organizational commitment tend to demonstrate higher levels of dedication, loyalty, and responsibility toward their work. As a result, they are more likely to perform their tasks effectively and contribute to organizational performance (Ramadhan et al., 2024). Previous studies have consistently shown that organizational commitment has a positive influence on employee performance. Based on this explanation, the following hypothesis is proposed:

H₇: Organizational commitment has a positive and significant effect on employee performance.

RESEARCH METHOD

This study employed a quantitative research approach to examine the relationships between organizational culture, competence, perceived organizational support, organizational commitment, and employee performance. Quantitative research is appropriate for testing hypotheses and examining causal relationships between variables using statistical analysis (Creswell & Creswell, 2018). The research design used in this study is explanatory research, which aims to explain the causal relationships among variables and test the proposed hypotheses.

The population of this study consisted of all employees of PT Perkebunan Nusantara III, totaling 1,245 employees. Because it was not possible to collect data from the entire population, sampling was conducted to obtain representative respondents.

The sample size was determined using the Slovin formula, which is commonly used when the population size is known and the researcher wants to determine the sample size based on a certain error tolerance (Sugiyono, 2018). Thus, the total sample used in this study was 303 employees. The sampling technique used was proportionate random sampling, which allows each member of the population to have an equal opportunity to be selected as a sample (Sekaran & Bougie, 2020).

Primary data were collected using a structured questionnaire distributed to employees of PT Perkebunan Nusantara III. The questionnaire used a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The Likert scale is widely used in social science research to measure attitudes, perceptions, and opinions (J. Hair & Alamer, 2022). In addition, secondary data were obtained from company reports, academic journals, and other relevant documents that support the research.

The variables used in this study consist of independent variables, mediating variables, and dependent variables. The independent variables include organizational culture (X1), competence (X2), and perceived organizational support (X3). The mediating variable is organizational commitment (Z), while the dependent variable is employee performance (Y).

Organizational culture refers to shared values, beliefs, and norms that guide employee behavior within the organization (Schein, 2010). Organizational culture in this study is measured using the following indicators: Shared Values, Organizational Norms, Team Orientation, Innovation and Adaptability, and Work Discipline. These indicators are adapted from previous studies on organizational culture and performance (Nguyen et al., 2020; Zheng et al., 2010).

Competence refers to the knowledge, skills, abilities, and attitudes that enable employees to perform their tasks effectively (Boyatzis, 2018). The indicators used to measure competence include Knowledge related to job tasks, Technical Skills, Problem-Solving Ability, Work Experience, and Professional Attitude. These indicators are based on competency theory and previous empirical research (Almatrooshi et al., 2016; Spencer & Spencer, 2008).

Perceived organizational support refers to employees' perceptions regarding the extent to which the organization values their contributions and cares about their well-being (Rhoades & Eisenberger, 2002). The indicators used in this study include recognition of employee contributions, organizational concern for employee welfare, fair treatment from the organization, and support for employee development. These indicators are consistent with previous research on organizational support (Eisenberger et al., 2020; Kurtessis et al., 2017).

Organizational commitment reflects employees' psychological attachment to the organization and their willingness to remain part of the organization (Meyer & Allen, 1997). The indicators used include affective commitment, continuance commitment, and normative commitment. These dimensions are widely used in studies examining employee commitment (Dudija et al., 2024; Rumangkit, 2025).

Employee performance refers to the level of achievement of employees in completing their job responsibilities (Robbins et al., 2025; Setiawan et al., 2024). The indicators used to measure employee performance include quality of work, quantity of work, timeliness, work effectiveness, and responsibility. These indicators are based on employee performance measurement literature (Shanker et al., 2017; Wang et al., 2020).

The data in this study were analyzed using Structural Equation Modeling (SEM) with the assistance of AMOS software. SEM is a multivariate statistical technique used to analyze complex relationships among variables simultaneously (J. F. Hair et al., 2021). SEM analysis in this study was conducted in several stages. The first stage is validity and reliability testing of the measurement model using Confirmatory Factor Analysis (CFA). The second stage is goodness-of-fit testing to evaluate whether the proposed model fits the empirical data. Common goodness-of-fit indices include Chi-square, CFI, TLI, RMSEA, and GFI (J. F. Hair et al., 2021). Third stage is structural model analysis to test the causal relationships between variables and evaluate the research hypotheses. And the last stage is direct and indirect effect analysis to examine the mediating role of organizational commitment in the relationship between independent variables and employee performance. The use of SEM allows researchers to test multiple relationships simultaneously and provides a comprehensive understanding of the structural relationships between variables in organizational research (J. Hair & Alamer, 2022).

RESULTS AND DISCUSSION

The respondents in this study consisted of 303 employees of PT Perkebunan Nusantara III who were selected using proportionate random sampling. Based on gender, 62 percent of respondents were male, and 38 percent were female. Based on age, most respondents were between 31 and 40 years old (41 percent), followed by 41 and 50 years old (34 percent), 21 and 30 years old (18 percent), and above 50 years old (7 percent). In terms of educational background, the majority held a bachelor's degree (46 percent), followed by a diploma (29 percent), senior high school (18 percent), and postgraduate (7 percent).

The validity and reliability of the measurement model were tested using Confirmatory Factor Analysis (CFA). The standardized loading factor values for all indicators exceeded 0.50, indicating that the indicators were valid for measuring the latent constructs (Hair et al., 2021). The composite reliability values also exceeded 0.70, indicating that the constructs were reliable.

Table 1.
Construct Reliability and Validity

Variable	CR	AVE	Result
Organizational Culture	0.86	0.56	Reliable
Competence	0.88	0.59	Reliable
Perceived Organizational Support	0.87	0.57	Reliable
Organizational Commitment	0.89	0.60	Reliable
Employee Performance	0.90	0.63	Reliable

Source: Data Processing Using AMOS, 2026

All variables meet the reliability criteria because $CR > 0.70$ and $AVE > 0.50$, indicating that the measurement model is acceptable. The goodness-of-fit test was conducted to determine whether the proposed model fits the observed data.

Table 2.
Goodness of Fit Index

Goodness of Fit Index	Cut-off Value	Result	Model Fit
Chi-Square	Small	188.72	Fit
Probability	≥ 0.05	0.067	Fit
CFI	≥ 0.90	0.94	Good Fit
TLI	≥ 0.90	0.93	Good Fit
RMSEA	≤ 0.08	0.049	Good Fit
GFI	≥ 0.90	0.91	Good Fit

Source: Data Processing Using AMOS, 2026

The results indicate that the structural model meets the required goodness-of-fit criteria. Hypothesis testing was conducted using Structural Equation Modeling (SEM) to analyze the relationships between variables.

Table 3.
Regression Weights (Structural Model Results)

Relationship	Estimate	S.E	C.R	P	Result
Organizational Culture → Organizational Commitment	0.08	0.075	1.07	0.284	Not Supported
Competence → Organizational Commitment	0.39	0.084	4.64	0.000	Supported
Perceived Organizational Support → Organizational Commitment	0.42	0.087	4.82	0.000	Supported
Organizational Culture → Employee Performance	0.29	0.078	3.71	0.000	Supported
Competence → Employee Performance	0.31	0.079	3.92	0.000	Supported
Perceived Organizational Support → Employee Performance	0.27	0.074	3.65	0.000	Supported
Organizational Commitment → Employee Performance	0.40	0.081	4.94	0.000	Supported

Source: Data Processing Using AMOS, 2026

The results show that the relationship between organizational culture and organizational commitment is not significant because the CR value is less than 1.96 and the p-value is greater than 0.05.

Indirect effect analysis was conducted to examine whether organizational commitment mediates the relationship between independent variables and employee performance.

Table 4.
Indirect Effect Test

Relationship	Indirect Effect	Result
Organizational Culture → Organizational Commitment → Employee Performance	0.032	Not Significant
Competence → Organizational Commitment → Employee Performance	0.156	Significant

Perceived Organizational Support → Organizational Commitment → Employee Performance	0.168	Significant
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Source: Data processing using AMOS, 2026

The results show that organizational commitment does not mediate the relationship between organizational culture and employee performance, because the direct relationship between organizational culture and organizational commitment is not significant.

The results of this study indicate that organizational culture does not have a significant effect on organizational commitment. This finding suggests that the values and norms existing within the organization are not sufficient to strengthen employees' psychological attachment to the organization. Viewed through the lens of Social Exchange Theory, organizational commitment develops from mutually beneficial, reciprocal relationships. When employees perceive that cultural values do not offer tangible dividends for their well-being or career progression, the internalization of that culture fails to yield deeper commitment.

Instead, employees prioritize pragmatic factors such as career opportunities, competence development, and practical organizational support over abstract cultural ideals. Analyzed through the Competing Values Framework (CVF), this discrepancy may also stem from a misalignment between the organization's dominant cultural type and the personal preferences of its workforce. This outcome differs from several previous studies, which argued that organizational culture inherently fosters member buy-in and organizational commitment (Nguyen et al., 2020; Schein, 2010).

Conversely, competence demonstrates a positive and significant effect on organizational commitment. Employees who possess robust knowledge, skills, and abilities (KSAs) tend to feel more confident in their roles and exhibit a stronger bond to the institution. Theoretically, this alignment is rooted in Albert Bandura's Self-Efficacy Theory, which posits that an individual's belief in their own capabilities fosters strong intrinsic motivation. This sense of mastery and job control inherently translates into a heightened sense of accountability and psychological ownership toward the organization. This empirical insight reinforces the argument that competence directly stimulates employee motivation and active engagement in their work (Boyatzis, 2018; Dudija et al., 2024).

Furthermore, perceived organizational support (POS) exerts a significant influence on organizational commitment. When employees believe the organization genuinely values their contributions and cares about their well-being, they develop a profound emotional attachment and loyalty. This finding fully aligns with Organizational Support Theory (OST). Driven by the norm of reciprocity, employees feel a moral and psychological obligation to return the positive treatment and care received from management by dedicating higher levels of commitment and loyalty back to the organization (Eisenberger et al., 2020; Kurtessis et al., 2017).

The results also indicate that organizational culture, competence, and perceived organizational support significantly influence employee performance. A conducive work environment, strong individual capabilities, and structural support act as the primary catalysts driving employee motivation and productivity. When these three pillars are established, operational bottlenecks are minimized, allowing employees to reach their optimal work output.

Concurrently, organizational commitment significantly influences employee performance. Highly committed workers demonstrate greater responsibility, dedication, and productivity that often translates into Organizational Citizenship Behavior (OCB). This behavior corresponds with the concept of affective commitment within Allen and Meyer's three-component model, where emotional attachment drives employees to align their personal goals with those of the institution. This finding corroborates previous literature positioning organizational commitment as a crucial determinant in driving high performance (Robbins et al., 2025)(Wijayanti & Sari, 2023).

Finally, the indirect effect analysis shows that organizational commitment does not mediate the relationship between organizational culture and employee performance. This indicates that

organizational culture shapes employee performance directly rather than operating through the conduit of organizational commitment. In practice, the organizational culture serves as an immediate behavioral guide driving daily standards, accountability, and compliance rather than an emotional anchor. Employees adhere to organizational norms out of professional obligation and formal control systems, which directly impacts their output (performance) without necessarily requiring a deep psychological attachment (commitment) to the organization itself.

CONCLUSION AND RECOMMENDATION

This study aims to analyze the influence of organizational culture, competence, and perceived organizational support on organizational commitment and its implications for employee performance at PT Perkebunan Nusantara III. The results of the Structural Equation Modeling (SEM) analysis provide several important findings. First, organizational culture does not have a significant effect on organizational commitment. This finding indicates that the cultural values implemented within the organization have not been able to significantly strengthen employees' psychological attachment to the organization. However, organizational culture has a significant direct influence on employee performance. Second, competence has a positive and significant effect on organizational commitment. Employees who possess higher levels of knowledge, skills, and professional abilities tend to demonstrate stronger commitment toward the organization. Competence also significantly influences employee performance. Third, perceived organizational support has a significant positive effect on organizational commitment. Employees who perceive that the organization values their contributions and cares about their well-being tend to develop stronger attachment and loyalty to the organization. Perceived organizational support also positively influences employee performance. Fourth, organizational commitment has a significant positive effect on employee performance. Employees with strong organizational commitment tend to show higher levels of dedication, responsibility, and productivity. Finally, the indirect effect analysis indicates that organizational commitment does not mediate the relationship between organizational culture and employee performance. However, organizational commitment mediates the relationship between competence and perceived organizational support with employee performance. Overall, the findings highlight the importance of competence development and organizational support in strengthening employee commitment and improving performance within the organization.

The findings of this study provide several important managerial implications for PT Perkebunan Nusantara III and other organizations in improving employee performance and commitment. First, management should prioritize the development of employee competence through training programs, professional development, and continuous learning opportunities. Improving employees' knowledge and skills can strengthen their commitment to the organization and enhance their ability to perform their tasks effectively. Second, organizations need to strengthen perceived organizational support by providing fair treatment, recognition of employee contributions, and attention to employee welfare. When employees feel supported and valued by the organization, they tend to develop stronger commitment and higher motivation to contribute to organizational success. Third, although organizational culture was found not to influence organizational commitment significantly, it still has a direct impact on employee performance. Therefore, management should continue to develop a positive organizational culture that promotes collaboration, innovation, and accountability among employees. Fourth, strengthening organizational commitment should become one of the strategic priorities of human resource management policies, as committed employees tend to demonstrate higher productivity and organizational loyalty.

This study has several limitations that should be considered when interpreting the results. First, this study focuses only on employees of PT Perkebunan Nusantara III, which may limit the generalizability of the findings to other organizations or industries. Organizational characteristics in different sectors may produce different research outcomes. Second, this study uses a cross-sectional research design, meaning that data were collected at a single point in time. As a result, the study may not fully capture changes in employee attitudes and organizational conditions over time. Third, the variables examined in this study are limited to organizational culture, competence, perceived organizational support, organizational commitment, and employee performance. Other factors that may influence employee performance were not included in this research model.

Future research is recommended to expand and improve the research model used in this study. First, future studies may involve respondents from multiple organizations or industries to improve the generalizability of the findings and provide broader insights into employee behavior in different organizational contexts. Second, future research may consider using longitudinal research designs to better understand how organizational commitment and employee performance develop over time. Third, future studies are encouraged to include additional variables that may influence employee performance, such as leadership style, job satisfaction, work engagement, and organizational justice. Finally, future research may also explore moderating or mediating variables that can strengthen the relationship between organizational culture, competence, perceived organizational support, and employee performance.

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