

The Influence of Organizational Culture on Employee Performance with Affective Commitment as a Mediator in PLN Samarinda Employees

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Abstract. *This study aims to determine: (1) the effect of organizational culture on employee performance at PLN Samarinda, (2) the effect of organizational culture on affective commitment among employees at PLN Samarinda, and (3) the effect of affective commitment on employee performance at PLN Samarinda. This research is an explanatory study. The sampling technique used purposive sampling. The sample consisted of 107 employees of PLN Samarinda, determined using the Slovin formula. Data were collected through questionnaires. Data analysis was conducted using SEM-PLS (Structural Equation Modeling with Partial Least Squares). The results of the study indicate that: (1) organizational culture has a positive effect on employee performance, (2) organizational culture has a positive effect on affective commitment, (3) affective commitment has a positive effect on employee performance. And (4) organizational culture has a positive effect on employee performance mediated by affective commitment.*

Keywords: *Affective; Commitment; Culture; Organizational Performance.*

1. Introduction

State-Owned Enterprises (BUMN) are business entities in the form of non-profit companies that aim to provide goods or services to the public, some or all of which are owned by the Republic of Indonesia (Lumi, Nelwan, & Wenas, 2017) through direct participation originating from separated state assets (Salain & Adiyadnya, 2020). The contribution of BUMN in dividend amounting to Rp. 79.7 trillion and revenue tax reaching 439 trillion (T) to the state treasury (Sulistiowati & Siswanto, 2025) of the 2,247.5 T recorded state revenue until end of October 2024 (Ministry of Finance of the Republic of Indonesia, 2024). However, the achievement This more low from 2023 with dividends of 82.1 trillion and revenue tax of 605.9 T (Ampri, 2024). This signify that performance state-owned companies are declining, one of them the most significant assets for growth business is source Power man something company, because employee must running operational processes that lead to success organization (Aseanty, 2016) its performance determine how much Far company proceed (Edward, Toni, & Alimin, 2024).

PT Perusahaan Listrik Negara (Persero) is one of the state-owned enterprise units in Indonesia which is present in chain mark energy, start from generation electricity and development generator electricity until transmission, distribution and sales retail electricity. This company own and operate various type generator electricity and also offers service like consultation electricity, up to installation and maintenance as well as distribute it and sell it electricity to customers all over islands in Indonesia (Globaldata, 2025) . PLN has contribute to state revenue through deposit dividend For performance in 2023 amounting to 3.09 trillion, increasing from in 2022 amounting to 2.189 T (Trianto, 2024) . Although dividends given by PLN every the year increased, but Not yet become contributor main dividends, only few state-owned enterprises in the sector banking, energy, and telecommunications which are contributor main state-owned company dividends to The government, with five state-owned banking companies, Pertamina, Telkom, and MIND ID, is estimated to donate more from 85% dividends to Government (Ampri, 2024) . Therefore PT PLN must increase performance company to be able to become ranks contributor dividend The main purpose of a BUMN for the State. The purpose of a company can achieved through performance employees whose contribution is very important (Agus Triansyah, Hejin, & Stefania, 2023) Because can increase performance company (Nguyen, Yandi, & Mahaputra, 2020) .

site performance Work refers to how much good and how much Lots somebody do his job in fulfil description his work (Mangkunegara, 2021). Both employees and giver Work You're welcome want improvement performance. When employees reach potential full, company will see improvement productivity and income. On the other hand, employees care with opportunity for progress and growth private on the spot work. According to Build (2016), system management reliable performance required for reach second objective This.

Productivity employee very much important, said Safrida, Syah, and Asmara (2023). Productivity in the workplace Work in a way overall will increase If employee performing good. Behavior on the spot Work is other factors that must be reviewed Because influential to productivity. Behavior Citizenship Organizational (OCB) describes actions and standards this is between employees. What we mean with "OCB behavior" here is action kindness and generosity heart. Setyowati, Marliany, and Mariyanti (2021) describe altruism as action helping others without expect reward whatever and behave with the complete way focusing on the well-being of others, instead interest self myself. Another definition of altruism is action helping others without expect reward whatever. Altruism is form adjustment behavior distinctive that emphasizes other people's happiness above happiness self alone, often with sacrifice pleasure self alone. This is generally motivated by desire for increase the welfare of others without expect reward whatever. Altruism is desire for helping others without expect reward whatever (Coal and Star, 2023).

Employee performance can increase when they satisfied with his job. Many people assume that level satisfaction Work employee influence the quality of their output. Consider matter following as evidence: according to Robbins (2013), satisfaction Work defined as "attitude general terms expressed to work someone" and is size gap between hope employees and

compensation current According to Hayat (2016), Sawitri, Suswati, and Huda (2016), Fu and Deshpande (2014), and Suliman and Al Kathairi (2012), there are correlation positive between level commitment owned organization employees and number the work they do produce. Commitment organization is characteristics valuable behavior for investigated to determine possibility a employee will still work in the same company after reach position they moment this. In the context business, the phrase" commitment" refers to the degree to which a person feel investment personal in organization and a sense of belonging in it. The difference in thoughts and behavior can seen between highly invested employees in success company them and those who are not. When employees are highly committed to their company, things That reflected in performance, level absence, and level retention They are employees who are highly committed to success. company will worrying about his future and working hard for fix it.

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Organizational performance correlated strong with satisfaction Work employees, even more strong than commitment emotional (Badrianto and Astuti, 2023). Will worker for try more hard in place Work influenced by how much satisfied they with their work (Umam & Setiawan, 2019). The incentive program implemented by each company show how they value effort employees, who in turn make they feel more satisfied. Happiness employee in his job impact directly on productivity and success business they. Therefore that's important for treat employee with respect and apply system award For motivate and appreciate contribution they to success company. According to Badrianto and Astuti (2023), company must emphasize satisfaction Work employee Because source Power man is asset important but difficult maintained.

One of PT PLN (Persero) units is located in the Samarinda area or PT PLN (Persero) UP3 Samarinda, as one of the BUMN units, the increase performance qualified employees in

accordance with standard evaluation BUMN work. Performance is suitability results work that is real with standard assigned work (Siswatiningsih & Wening, 2021) as well as rules in the organization (Rijal, Tamrin, Tafsir, & Mochtar, 2023) . In line with definition performance, BUMN also implements standard evaluation performance that will add treasure trove favorable assessment Good from side employee and company (Ayu Larasati, Rivai Zainal, & Christina Nawangsari, 2022) . Observation beginning from the HR department data of PT PLN (Persero) UP3 Samarinda in 2024 regarding evaluation performance employee show results that employees who have category excellent performance as much as 48.98 percent, performance Good as much as 29.25% percent, performance Enough as much as 6.80%, performance not enough as much as 10.20% and performance bad as much as 4.76%, as shown in Table 1 below.

Table Results of the Employee Performance Assessment of PLN (Persero) UP3 Samarinda 2024

No	Mark	Category	Amount	Presentation
1	> 91	Very good	72	48.98%
2	80-90	Good	43	29.25%
3	70-79	Enough	10	6.80%
4	61-69	Not enough	15	10.20%
5	< 60	Bad	7	4.76%

Source: PLN (Persero) UP3 Samarinda (2024)

Based on results evaluation performance, still there are 27.77% of employees who have mark with category bad until enough, then PT PLN (Persero) UP3 Samarinda, must increase performance its employees, because organization need performance high- paying jobs For succeed in environment competitive business (Mousa Alriyami, Alneyadi, Alnuaimi, & Kampouris, 2024) . Factors such as culture important for How management source Power in organization maintain superiority competitive in an innovative market (Olan, Liu, Neaga, Chen, & Nakpodia, 2019) . This matter Because culture organization covers values, beliefs, norms, and practices that guide behavior and decision making decision employee (Cai, Huo, Lan, Chen, & Lam, 2019) . Procedure taking more decisions good, involvement employees, and effectiveness organization everything facilitated by culture supportive and valuable organizations (Iddrisu & Mohammed, 2024) (Paais & Pattiruhu, 2020) . Research results show that culture organization affect performance employee (Aggarwal, 2024) and its impact strong (Dudija, Naibaho, & Wibowo, 2024) . In line with findings study (Cherian, Gaikar, Paul, & Pech, 2021) that culture organization own impact tall to performance work, attitude, and behavior employees. However there is difference results research by (Sutrisna, 2023) and (Nasir, Taufan, Fadhil, & Syahnur, 2021) that culture company No influence performance employee.

In addition, culture organizations also have an influence to commitment employee (Dunger, 2023) , including commitment affective employee (Nassani et al., 2024) . Culture organization is component important from performance organization any business (Bokhari, Ali, Yaqub, Salam, & Park, 2024) . Although culture organization No the only one component in create

effectiveness business, promoting culture is one of the the most significant variable (Sareen & Pandey, 2022) (Smith & Drudy, 2022) . In-depth culture organization to employees increase three dimensions commitment organization (Azizollah, Abolghasem, & Mohammad Amin, 2015) (Sunyoung Park & Doo, 2020) (Sharma et al., 2021) , one of them commitment affective, because influence bond emotional employee with organization (Mercurio, 2015) . And commitment affective employee influence performance employee (Thao, Phuong, Phuc, & Huan, 2024) .

2. Research Methods

Study This is A studies method quantitative descriptive non-experimental with survey and design cut latitude (*cross-sectional*). Research quantitative is something approach testing theory objective with group in different contexts with test connection between variables that can measured. Instrument study through mathematical models, procedures statistics and presentations used For analysis and rules simple general made with reduce explanation Frey, 2018). Case study descriptive is conception independent about observation phenomenon certain in the real world (Hunziker & Blankenagel, 2021) or independent social that is not interpreted or described with good and relevant with existing natural processes like connection cause and effect (Frey, 2018) . Various data collection techniques done with objective layer the meaning contained in given case can understood and the process of occurrence case can searching for in a way specific. Survey design *cross-sectional* is look for information and collecting sample in a way accurate and reflective all over desired population from population of interest in one point time Hunziker and Blankenagel, 2021) . Questionnaire structured that has been formulated previously collected from sample individual For can represent defined population in gather information and determine connection between various variables based on analysis tabulation cross (Sreejesh, Mohapatra, & Anusree, 2014) . Unit of analysis study This use answer individuals who represent each of their opinions, namely in matter This employees of PT PLN (Persero) UP3 Samarinda who will analyzed use *Structural Equation Modeling-Partial Least Square (SEM-PLS)*. Study This used for see influence culture organization to performance employee with commitment affective and *work-life balance* as mediator.

3. Results and Discussion

3.1. Description of Data Collection

Population in study This is PLN Samarinda employees, distribution process questionnaire done in a way direct that is with approaching customers as well as distribution No directly that is with using internet media via Google Form so obtained amount sample amounting to 107 respondents. For know description about the respondents said, then can explained as following.

1) Respondent Overview

Based on research that has been done characteristic data obtained PLN Samarinda employees served as following:

Table Characteristics Respondents

Characteristics	Information	Frequency	Percentage
Type sex	Man	94	87.85
	Woman	13	12.15
Respondent's age	21 – 30 year	18	16.82
	31 – 40 year	62	57.94
	41 – 50 year	24	22.43
	> 50 year	3	2.81
Level of education	SENIOR HIGH SCHOOL	27	25.23
	Diploma (D3)	19	17.76
	Bachelor degree)	52	48.60
	Master (S2)	9	8.41
Years of service	0-8 Years	7	6.54
	9-17 Years	48	44.86
	18-26 Years	39	36.45
	27-35 Years	13	12.15

Source: Processed primary data, 2026

Based on the data in table the characteristics respondents employees of PT PLN (Persero) UP3 Samarinda, can seen that majority customer is men, which included 94 people or 87.85% of the total respondents. Meanwhile that, woman only reached 13 people or 12.15%.

Characteristics respondents based on age shows that the majority of employees are in the 31-40 age group, with a total of 62 people or 57.94 % of the total respondents. This age group is followed by 24 respondents (22.43 %) aged 41-50 years, as well as 18 respondents (18.82 %) aged 21-30 years. Only 3 respondents (2.81 %) are in the 31-40 age group. > 50 year. Thus, the majority of employees PT PLN (Persero) UP3 Samarinda comes from the young adult age group, namely 31 – 40 years old, which is age productive and have planning mature life in the future come.

Characteristics respondents based on level of education shows that the majority of employees are at Bachelor 's degree (S1) education as many as 52 people or 48.60 %. Employees with a high school education of 27 people or 25.23% and a Diploma Three (D3) of 19 people (17.76 %) and only 9 people (5%) have a Masters (S2) education. This shows that employees PT PLN (Persero) UP3 Samarinda has a secondary to undergraduate educational background.

Characteristics respondents based on work period shows the majority of employees PT PLN (Persero) UP3 Samarinda has a working period of 9-17 years, as many as 48 people or 44.86 % of employees. with a working period of 18-26 years as many as 39 people or 36.45% and

27-35 years old as many as 13 people (12.15 %) and only 7 people (6.54 %) have a working period of 0-8 years. This shows that employees PT PLN (Persero) UP3 Samarinda has a work history background 9-17 Years.

Based on characteristics that have been explained, can concluded that 31–40 years and some big own education Bachelor level (S1) with a working period of 9 – 17 years. Profile This show that PT PLN (Persero) UP3 Samarinda with background behind education medium until high, and originate from PT PLN (Persero) UP3 Samarinda group tend more popular among individual young people who are in stage beginning in the middle career they.

2) Descriptive Analysis of Variables

Analysis descriptive aim for know response respondents to each question asked. In this case This analysis descriptive explain customer feedback to questions asked for each variable culture organization, commitment affective and performance employees. for know response respondents for each variable, then in study This grouped in One category score with use range scale with formula as following (Umar, 2012). For grouping response respondents, research This use range scale (range scale) based on method calculation range scale as stated by Umar (2012). The range method scale counted use formula as follows:

$$RS = \frac{TT - TR}{Skala}$$

Information:

RS = Scale Range

TT = Highest Score (in study this, value maximum = 5)

TR = Lowest Score (in study this, minimum value = 1)

Scale = Amount category score (in study this = 5)

With use mark score highest and lowest in Likert scale (1 to 5), calculation done as following:

$$RS = \frac{5 - 1}{5} = 1,33$$

Calculation results This used for determine the next score interval grouped to in three category main based on level perception respondents to the questions asked are:

1) Interval 1.00 – 2.33: Low Category, indicating perception or response respondents is at a low level positive to indicator in variables studied.

2) Interval 2.34 – 3.67: Moderate/ Sufficient Category, indicating perception or response respondents is at a moderate level or Enough to indicator variable.

3) Interval 3.68 – 5.00: High Category, indicating perception or response respondents is at a very positive level to indicator variable.

Approach This give framework systematic work for interpreting the results data survey with more easy, so can help researchers in explain level reception or response respondents to every variables analyzed.

3.2. Discussion

1) Influence Culture Organization on Employee Performance Intentions

Hypothesis First accepted and shown that culture organization proven influential positive significant to performance employees. This is based on results from testing significance and relevance connection coefficient structural model path that obtains results mark *t-statistic* of 10.254 which is more big from critical *t*- value of 1.96. The *p-value* is $0.000 < 0.05$ with mark coefficient positive that is of 0.698 with an average score culture organization is 4,113. Contribution culture organization together with commitment affective which is 68.7%, the remaining 31.3% is influenced by other variables outside study.

The results show that employee PT PLN (Persero) UP3 Samarinda own culture high and influential organization positive in intention performance employees. Hypothesis results This support research conducted by (Cherian et al., 2021) strengthen findings study that culture organization own impact tall to performance work. In line with study latest from (Aggarwal, 2024) show that culture organization affect performance employees. In line with research by (Dudija et al., 2024) which found that there is its influence strong culture organization to performance employee.

2) Influence Culture Organization on Commitment Affective

Hypothesis second accepted and shown that culture organization proven influential positive significant to performance employees. This is based on results from testing significance and relevance connection coefficient structural model path that obtains results mark *t-statistic* of 7.847 which is more big from critical *t*- value of 1.96. The *p-value* is $0.000 < 0.05$ with mark coefficient positive that is of 0.554, with an average score of commitment organization is 4,114. Contribution culture organization together with commitment affective variable which is 30.7% commitment affective can influenced by variables culture organization, whereas the remaining 69.3% is influenced by the variable.

The results show that employee PT PLN (Persero) UP3 Samarinda own culture high and influential organization positive on commitment affective. Hypothesis results This support research conducted by (Sharma et al., 2021) and the purpose of this study is to investigate the structural relationships among organizational culture, human resources (HR) practices and female managers' organizational commitment and job satisfaction in South Korea. Sunyoung Park & Doo, 2020) identify that culture organization correlated strong and positive with commitment organization employees.. The results of research by (Samuel et al., 2020)

revealed that that existence influence positive and significant culture organization and commitment affective. In line with study latest by (Prayekti & Cahyaningrum, 2022) who also found culture organization influential to commitment affective employees. This implies that companies that want to strengthen commitment its personnel must do all matter for build culture strong organization.

3) Influence Commitment Affective on Employee Performance

Hypothesis third accepted and shown that commitment affective proven influential positive significant to performance employees. This is based on results from testing significance and relevance connection coefficient structural model path that obtains results mark *t-statistic* of 2.298 which is more big from critical *t*- value of 1.96. The *p-value* is $0.022 < 0.05$ with mark coefficient positive that is of 0.205, with an average score of performance employee is 4, 123.

The results show that employee PT PLN (Persero) UP3 Samarinda own high performance which is effect positive from culture organization and commitment high affective as well. Hypothesis results This support research conducted by (Srimulyani et al., 2023) who found that commitment affective influential positive on performance employees. In line with study latest by (Thao et al., 2024) find that all dimensions commitment organizations, including commitment affective influence performance employee.

4. Conclusion

Based on research that has been done so can obtained conclusion as following: Culture Organization influential positive and significant on Employee Performance. Providing understanding that the more good culture employee - instilled organization PT PLN (Persero) UP3 Samarinda will the more increase its performance gor superiority company. Culture Organization influential positive and significant to Commitment Affective. Giving understanding that the more good culture employee - instilled organization PT PLN (Persero) UP3 Samarinda will the more increase sense of commitment affective employee. Commitment Affective influential positive and significant on Employee Performance. Providing understanding that the more Good Commitment affective embedded in employees PT PLN (Persero) UP3 Samarinda will the more increase its performance for superiority company. Based on analysis results, responses respondents on cultural variables organization show that in a way general culture organization at PT PLN (Persero) UP3 Samarinda has is in the category high, but Still there is indicators that are not optimal. Management must ensure that mark culture organization No only understood, but also applied in a way consistent in activity operational, such as: requiring employee for follow in the daily briefing with objective for evaluate lack of work effective and reduce potential risks, companies must provide clear work SOPs to employee so that employee can Work in accordance goals and can Work more effective as well as efficient. With steps said, culture organization become behavior Work real impact directly on performance employee. Based on Response analysis results respondents to commitment affective, showing that level attachment emotional employee to organization how many in the category high, but Still there is room for improvements in some aspect such

as a sense of belonging and attachment emotional. This is indicate that some employees Not yet fully own bond strong emotions to organization. Companies need to focus in development in several aspect such as: providing *employee engagement* programs such as internal communication forums, sharing seasons and activity togetherness other which aim for increase sense of belonging employees at the company, providing room for development potential self employee like existence regular training, providing performance feedback, so that employee can reach level clear career path in the company. Don't forget company must give guarantee welfare to family employees, such as: the existence of scholarship for child employee achievement, family gathering, social assistance to families in need help. With apply a number of aspect the employee can give loyalty and pride to company and place Work become more competitive and fun.

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