

THE ROLE OF ORGANIZATIONAL CULTURE IN IMPROVING MANAGERIAL PERFORMANCE THROUGH ORGANIZATIONAL COMMITMENT ON NATIONAL VITAL OBJECTS

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Abstract: This scientific research in the field of human resource management aims to empirically test and demonstrate the influence of organizational culture on managerial performance through organizational commitment at National Vital Objects in Southeast Sulawesi. Theoretically, the findings of this study are expected to enrich and complement the body of knowledge in the field of human resource management, thereby benefiting both academics and practitioners. This is an explanatory study that examines and explains the research variables using a cross-sectional design. A quantitative approach was used as the primary method of analysis, supported by a qualitative approach. The study population consisted of employees holding first-line manager, middle manager, and top manager positions within the National Vital Object area. The research sample consisted of 68 respondents using proportional random sampling and was analysed using structural equation modelling (partial least squares) (SEM) with Smart PLS software. The results of this study indicate that organizational culture does not play a role in improving managerial performance; organizational culture plays a role in improving organizational commitment; organizational commitment plays a role in improving managerial performance; and organizational culture, mediated by organizational commitment, does not play a role in improving managerial performance.

Keywords: *Organizational Culture, Organizational Commitment, Managerial Performance*

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1. Introduction

A legal entity in the form of a limited liability company serves as both a tool and a means for a group of people to collaborate toward achieving specific goals. An organization is composed of individuals and groups focused on achieving the results the organization seeks, and it relies on the contributions of those individuals and groups. In other words, an organization's performance is heavily influenced by the performance of the individuals and groups within it.

As a company progresses and develops, organizational culture becomes increasingly essential for effective management. Additionally, the organization must commit to supporting high-quality management. With a growing understanding of the importance of organizational

culture, it is hoped that optimal managerial outcomes can be achieved. Therefore, managerial performance is now considered crucial for a company.

Organizational culture has a positive and significant effect on managerial performance. This is consistent with the findings of Ginting et al. (2021), which show that organizational culture has a positive and significant effect on managerial performance. Hariyono (2017) states that organizational culture influence the managerial performance of PT Cobra Direct Sale Indonesia. Sinaga, Ratnasari, Zulkifli (2020) states that organizational culture has a significant impact on managerial performance at Baker Hughes Indonesia. Denista & Kurniawanto (2026) states that organizational culture has a significant impact on managerial performance in the Laweyan batik village. Faisal et al. (2024) state that organizational culture influences the performance of managerial staff.

Organizational culture has a positive and significant effect on managerial performance through organizational commitment as a mediator. This is consistent with the research by Nurseta et al. (2020), which states that organizational culture among employees at the Ministry of Manpower's UPTP in Kendari, mediated by organizational commitment, has a positive contribution in that it mediates employee performance. This implies that organizational commitment can bridge the influence of organizational culture on employee performance at the Ministry of Manpower's UPTP in Kendari, or that organizational culture has a significant influence—both directly and indirectly on employee performance through organizational commitment.

Mochamad (2019) conducted research that showed that the variables organizational commitment had a positive and significant effect managerial performance. Organizational commitment has a positive effect on managerial performance. This is in line with the research results of Novita & Putri (2020), who conducted research that shows that organizational commitment has a positive and significant effect on managerial performance. Besides that, the moderating variable of organizational commitment has a positive and significant effect on managerial performance.

Dewi & Ningsih (2020) conducted research that stated that the organizational commitment variable had a significant effect on managerial performance. Thus, the higher a person's commitment to the organization, the higher the level of managerial performance. From the F test, the variables of budget participation and organizational performance have an influence percentage of 69.2%, and the remaining 30.8% is influenced by other variables outside this research. Widyawati & Sari (2017) conducted research showing that organizational commitment has a positive and significant effect on managerial performance.

Mochamad (2019) shows that the variables of organizational climate have a positive and significant effect on organizational commitment. Organizational culture has a positive effect on organizational commitment. This is consistent with the findings of Permana (2020), whose research indicates that organizational competence and organizational culture have a positive effect on organizational commitment. Senjaya & Anindita (2020) conducted a study that demonstrated a positive relationship between organizational culture and organizational commitment among employees in the mining industry. Muchsinati & Mea (2022) state that organizational culture has a significant and positive effect on organizational commitment.

Rahmi & Mulyadi (2018) demonstrated that, in a simultaneous test, organizational culture significantly influence organizational commitment at PT PLN Banda Aceh. Meutia & Andriani (2017) stated that organizational culture has a positive influence of 0.691 on organizational commitment, with a high level of significance at 0.001. Samuel et al. (2020) conducted a study showing a positive and significant influence of organizational culture on affective

organizational commitment. Wibawa & Putra (2018) conducted a study indicating that organizational culture has a positive influence on organizational commitment. The relationship between organizational culture and commitment in the study (Aranki et al., 2019) shows that organizational culture has a positive relationship with organizational commitment. Wahab & Soliha (2025) state that organizational culture has a positive effect on organizational commitment. Organizational culture has a positive and significant effect on organizational commitment (Anggara et al., 2022; Daslim et al., 2023; Herriyanti & Zayanti, 2021).

Originality is a key feature of any research. This aspect constitutes a specific form of research contribution, in that no similar research has previously been conducted by other researchers. The urgency of this research differs from previous studies, which generally suggest that the variable of organizational commitment mediates this relationship.

Organizational culture does not play a role in improving managerial performance; organizational culture plays a role in enhancing organisational commitment; organizational commitment plays a role in improving managerial performance; and organizational culture, as mediated by organizational commitment, does not play a role in improving managerial performance. Therefore, this model represents a novelty. Previously, several studies focused on how transformational leadership influences employee performance through organizational commitment. Organizational commitment was considered a key variable explaining why a positive organizational culture can enhance managerial performance.

2. Research Method

This type of research is explanatory research. The approach used to analyze is a quantitative approach method, which includes quantitative analysis as the main method and some calculation explanations as a supporting method. The object of this research was carried out in the work area of the National Vital Object, South East Sulawesi Province. The population in this study are employees in the work area of the National Vital Object. Samples were taken from employees with managerial positions (supervisory or having a team) of 68 respondents. The indicator variables in this study are organizational culture, organizational commitment and managerial performance. The sampling technique used was proportional random sampling. In this study, the margin of error was set at 10 percent. This value is commonly used to minimize sampling error and non-sampling error. The type of data used in this study is qualitative and quantitative, namely data obtained in the form of observation and conversion of the results of the questionnaire into ordinal or interval data. The data sources used in this study are primary data, namely data obtained directly from respondents, and secondary data, namely written forms in the form of departmental documents and other written information that have a direct connection with the problem being studied by the researcher. The data collection method is done through a questionnaire and documentation. Data were analyzed using structural equation modeling (partial least squares) (SEM) with Smart PLS software.

3. Result and Discussion

3.1 Result

Results of the Research Instrument Test

Testing of research instruments is carried out with a measurement model (outer model) to determine the specification of the relationship between latent variables and their manifest variables. This test includes convergent validity, discriminate validity, and composite reliability.

a. Convergent Validity

The converging validity of the measurement model with reflective indicators can be seen from the correlation between the item score and the construct score. Individual indicators are considered reliable if they have a correlation value above 0.70. However, in scale development stage research, loadings of 0.50 to 0.60 are still acceptable (Ghozali, 2014). Based on the results for outer loading (table 1), all indicators have a loading above 0.70 and are significant.

Table 1. Result for Outer Loading

Matrix	Organizational Culture (X)	Managerial Performance (Y)	Organizational Commitment (Z)
X1	0.867		
X2	0.733		
X3	0.74		
X4	0.812		
X5	0.864		
X6	0.754		
X7	0.727		
X8	0.734		
X9	0.706		
Y1		0.721	
Y10		0.849	
Y11		0.787	
Y12		0.758	
Y13		0.822	
Y14		0.789	
Y15		0.881	
Y16		0.753	
Y17		0.753	
Y18		0.717	
Y19		0.795	
Y2		0.784	
Y20		0.814	
Y21		0.748	
Y22		0.875	
Y23		0.775	
Y24		0.753	
Y25		0.786	
Y26		0.859	
Y27		0.871	
Y3		0.812	
Y4		0.826	
Y5		0.780	
Y6		0.824	
Y7		0.848	
Y8		0.736	
Y9		0.845	
Z1			0.712
Z2			0.872
Z3			0.873
Z4			0.700

Z5			0.875
Z6			0.879
Z7			0.868
Z8			0.869
Z9			0.703

Source: Questionnaire (Processed, 2026)

Validity testing for reflective indicators uses the correlation between the item score and the construct score. Measurement with reflective indicators indicates a change in an indicator in a construct if other indicators in the same construct change (or are removed from the model). Reflective indicators are suitable for measuring perceptions, so this study uses reflective indicators. The following is an illustration of the outer loading value in the outer model generated after running the Smart PLS program for all indicators in the following figure:

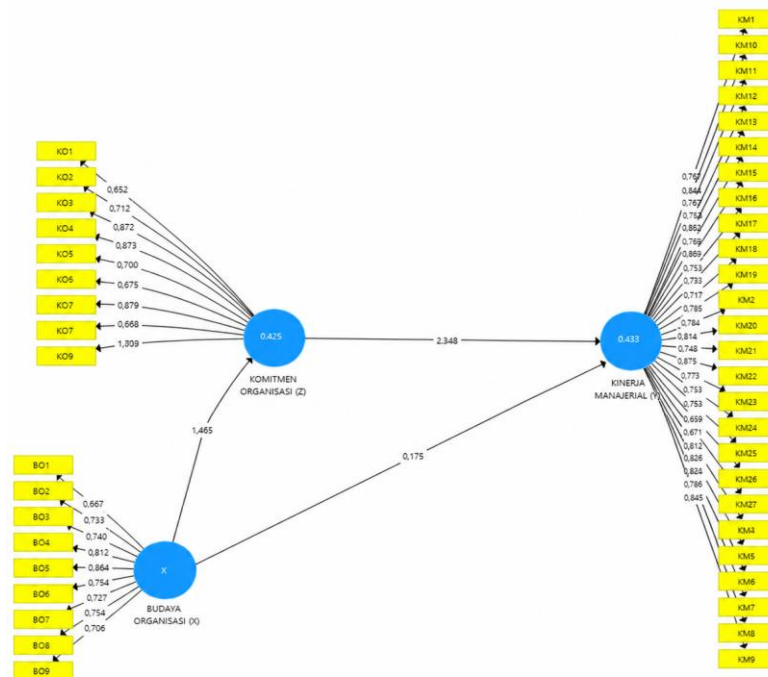


Figure 1. Outer Model
Source: Questionnaire (Processed, 2026)

The outer model results explain the magnitude of the role of the indicator with its construct; if the construct value is getting bigger, it shows that the indicator has a big role in the measurement model. The value of the outer model results can be seen in each number that has an arrow.

b. *Discriminant Validity*

The discriminating validity value of the measurement model with reflective indicators is obtained based on the cross-loading of measurements with constructs. If the correlation of the construct with the measurement items is greater than that of the other constructs, the latent constructs predict the measures in their block better than the measures in the other block.

Table 2. Average Variance Extracted (AVE)

Average Variance Extracted (AVE)	
Organizational Culture (X)	0.597
Managerial Performance (Y)	0.640
Organizational Commitment (Z)	0.674

Source: Questionnaire (Processed, 2026)

The table above provides an AVE value of Organizational Culture (X) = 0.597, Managerial Performance (Z) = 0.674, and Organizational Commitment (Y) = 0.640. From the above results, it can be seen that the role of each variable in each study is greater than 0.5. This explains why all constructs have high discriminant validity.

c. *Composite Reliability*

The next test is the composite reliability of the indicator block that measures the construct. A construct is said to be reliable if the composite reliability value is above 0.60 (Ghozali, 2014). The following are the results of the outer model loading, which show the composite reliability of each construct:

Table 3. Composite Reliability

Composite Reliability	
Organizational Culture (X)	0.930
Managerial Performance (Y)	0.980
Organizational Commitment (Z)	0.948

Source: Questionnaire (Processed, 2026)

The table above provides a composite reliability value above 0.5 for all constructs: organizational culture (X) = 0.930, organizational commitment (Z) = 0.948, and managerial performance (Y) = 0.980. It is concluded that each construct has high reliability based on the composite reliability value of all constructs greater than 0.90.

d. *Cronbach's Alpha*

The next test is Cronbach's alpha from the indicator block that measures the construct. A construct is said to be reliable if the Cronbach's alpha value is above 0.60. The following are the results of the outer model loading, which shows the Cronbach's alpha of each construct. The reliability test results can also be strengthened by Cronbach's alpha, where the Smart PLS output is in table 4.

Table 4. Cronbach's Alpha

Construct	Cronbach's Alpha
Organizational Culture (X)	0.938
Managerial Performance (Y)	0.978
Organizational Commitment (Z)	0.938

Source: Questionnaire (Processed, 2026)

The table above shows the Cronbach's alpha value above 0.6 for organizational culture (X) = 0.938, organizational commitment (Z) = 0.938, and managerial performance (Y) = 0.978. Based on these results, it can be concluded that the research data is reliable.

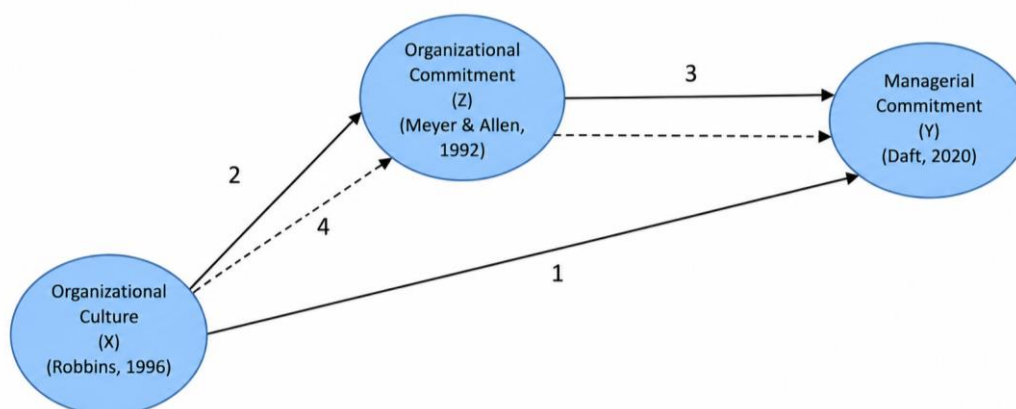


Figure 2. Research Conceptual Framework

Source:

1. The Role of Organizational Culture Variables (X) to Managerial Performance (Y) {(Ginting et al. (2021), Hariyono (2017), Wahyuni & Lestari (2020)}
2. The Role of Organizational Culture Variables (X) to Organizational Commitment (Z) {(Permana (2020), Senjaya & Anindita (2020), Samuel, et al. (2020), Rahmi & Mulyadi (2018), Wibawa & Putra (2018), Meutia & Andriyani (2017)}
3. The Role of Organizational Commitment Variables (Z) to Managerial Performance (Y) {(Mochamad (2019), Putri & Novita (2020), Dewi & Ningsih (2020), Widyawati & Sari (2017)}
4. The Role of Organizational Culture Variables (X) to Managerial Performance (Y) through Organizational Commitment (Z) as mediation {(Nurseta, et al. (2020), (Fauzan, et al. (2023)}

Every research project naturally has a research focus. To clarify the research question posed, the researcher focuses on specific research questions.

These questions are as follows:

- a. Does organizational culture play a role in improving managerial performance in the National Vital Object work area?
- b. Does organizational culture play a role in increasing organizational commitment in the National Vital Object work area?
- c. Does organizational culture play a role in improving managerial performance in the National Vital Object work area?
- d. Does organizational culture play a role in improving managerial performance mediated by organizational commitment in the work area of the National Vital Object?

The objectives of this research are as follows:

- a. To obtain empirical evidence of the role of organizational culture in improving managerial performance in the work area of the National Vital Object.
- b. To obtain empirical evidence of the role of organizational commitment in improving managerial performance in the National Vital Object work area.
- c. To obtain empirical evidence of the role of organizational culture in increasing organizational commitment in the work area of the National Vital Object.
- d. To obtain empirical evidence of the role of t organizational culture in improving managerial performance mediated by organizational commitment in the work area of the National Vital Object.

This study formulates the following hypotheses:

- H1: Organizational culture plays a role in improving managerial performance in the National Vital Object work area.
- H2: Organizational culture plays a role in increasing organizational commitment in the National Vital Object work area.
- H3: Organizational commitment plays a role in improving managerial performance in the National Vital Object work area.
- H4: Organizational culture plays a role in improving managerial performance, mediated by organizational commitment in the National Vital Object work area.

Statistical Descriptive Analysis

Descriptive statistical analysis serves to provide an overview of the results of respondents' responses to each research object. This study uses descriptive statistics to determine the respondents' description of each research variable. In a statistical descriptive analysis of respondents' responses related to research variable indicators, the researcher describes them by grouping them by category. Respondents' perceptions of each statement item in the research variable can be seen in the index value obtained from the scale range number (RS). The formula for calculating the scale range (RS) is as follows:

$$RS = \frac{m - n}{b}$$
$$RS = \frac{5 - 1}{5}$$
$$RS = 0.8$$

Description:

RS = scale range

m = maximum number of scale points in the questionnaire

n = minimum number of scale points in the questionnaire

b = number of scale points in the questionnaire

The results of the calculation of the scale range are used as the basis for interpreting the average assessment (mean) of each indicator on the research variables. The assessment is in the form of an average index that has been modified from Simamora (2002), as follows:

- 1) Index value 1.00–1.80: Very low or very bad
- 2) Index value: 1.81–2.60: low or poor
- 3) Index value: 2.61–3.40: fair or moderate
- 4) Index value: 3.41–4.20: high or good
- 5) Index value: 4.21 - 5.00: Very high or excellent

Inferential Statistical Analysis

Inferential statistical analysis is the analysis of samples used for forecasting or drawing conclusions about the overall parent data (population). In inferential statistics, there are parameter estimates, hypotheses, and hypothesis testing used for drawing conclusions. Inferential statistical analysis in data processing in this study uses Smart Partial Least Square (PLS) software. Smart PLS is an alternative method of analysis with variance-based structural equation modeling (SEM). This method has the advantage of not requiring assumptions and can be estimated even though it has a relatively small sample size.

a. Structural Model

The following is an overview of the structural model analysis in the inner model based on the results of Smart PLS processing for all relationships between constructs in the following figure:

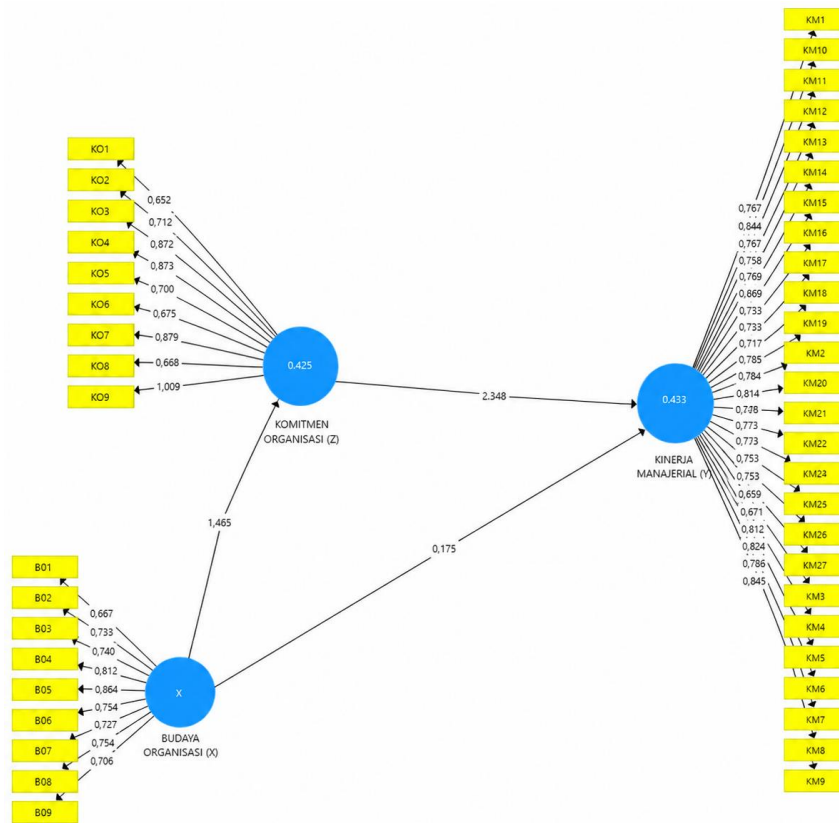


Figure 3. Inner Model
 Source: *SmartPLS* (Processed, 2026)

The inner model, or structural model, describes the relationship between latent variables and predicts the causal relationship between latent variables as described by arrows on each variable. The test results show that the overall model fits the data and reflects the reality in the field, so the results of this study can be declared valid and reliable. These results can be seen based on the values listed on the arrows that connect between variables.

The structural model in Smart PLS is evaluated by looking at the percentage of variance explained by the R-Square value to see the magnitude of the structural path coefficient. Based on the test results using Smart PLS, the following results were obtained:

Table 5. R-Square

Variable of Laten Endogen	R-Square
Managerial Performance (Y)	0,433
Organizational Commitment (Z)	0,425

Source: Questionnaire (Processed, 2026)

The results of testing the structural model (inner model) can be seen based on the R-Square and Q-Square values on each endogenous variable as the predictive power of the structural model. The R-Square value obtained from testing can explain the effect of certain exogenous latent variables on endogenous latent variables. The R-Square value is used to

measure the level of variation in changes in the independent variable on the dependent variable. The higher the R-Square value, the better the prediction model of the proposed research model. The inner model is very functional to show the level of significance in hypothesis testing.

Based on the results of the data processing above, it can be seen that the R-Square value of the endogenous latent variable organizational commitment (Z) is 0.425. This value means that the organizational culture variable (X) plays a role of 42.5% in increasing organizational commitment (Z), and the rest is due to other factors.

Based on the results of the data processing above, it can be seen that the R-Square value of the endogenous latent variable managerial performance (Y) is 0.433. This value means that the organizational commitment variable (Z) plays a role of 43.3% in improving managerial performance, with the rest coming from other factors. The results of testing the structural model (inner model) based on the Q-Square value have the same meaning as the coefficient of determination (R-Square) in regression analysis, where the higher the Q-Square, the better or more fit the model can be said to be deemed.

$$\begin{aligned}
 Q\text{-Square} &= 1 - [(1 - R^2_1) \times (1 - R^2_2)] \\
 &= 1 - [(1 - 0,425) \times (1 - 0,433)] \\
 &= 1 - (0,575 \times 0,567) \\
 &= 0,674
 \end{aligned}$$

Based on the results of the above calculations, the Q-square value is 0.674. This shows that the amount of diversity of research data that can be explained by the research model is 67.4%, and the rest is explained by other factors that are outside of this research model.

b. Path Analysis

Hypothesis test analysis in research is done by comparing the values of P-values and T-statistics. The hypothesis in the study is declared accepted if the P-value is <0.05 (Yamin & Kurniawan, 2011). The following are the results of the research hypothesis test on path coefficients based on the Smart PLS output below:

Table 6. Path Coefficients

Path	Original Sample	T-Statistics	P-Values
Organizational Culture (X) → Managerial Performance (Y)	0,175	1,252	0,215
Organizational Culture (X) → Organizational Commitment (Z)	0,252	2,645	0,010
Organizational Commitment (Z) → Managerial Performance (Y)	0,465	3,967	0,000
Organizational Culture (X) → Organizational Commitment (Z) → Managerial Performance (Y)	0,162	2,412	0,019

Source: Questionnaire (Processed, 2026)

Path analysis (path coefficients) is also known as a cause-and-effect model. Naming allows researchers to test theoretical propositions regarding cause-and-effect relationships without manipulating variables. Path analysis allows researchers to analyze more complex models than multiple linear regression cannot. Path analysis (path coefficients) presents the causal relationship between variables that explain the cause-and-effect that occurs in both

the dependent and independent variables, or other relationships to the moderation variable. Based on the results of data processing, the original sample value, T-statistics, and P-values are obtained. The results of data processing are used to answer the following hypotheses:

a) Organizational culture plays a role in improving managerial performance in the National Vital Object work area.

H0: Organizational culture does not play a role in improving managerial performance.

H1: Organizational culture plays a role in improving managerial performance.

Based on the results of data processing with Smart PLS, the T-Statistics value (1.252) < 1.96. Based on this value, it can be stated that H0 is accepted, so it is known that organizational culture does not play a role in improving managerial performance in the National Vital Object work area.

b) Organizational culture plays a role in increasing organizational commitment in the National Vital Object work area.

H0: Organizational culture does not play a role in increasing organizational commitment.

H1: Organizational culture plays a role in increasing organizational commitment.

Based on the results of data processing with Smart PLS, the T-Statistics value (3.967) > 1.96 is obtained. Based on this value, it can be stated that H0 is rejected, so it is known that Organizational culture plays a role in increasing organizational commitment in the National Vital Object work area.

c) Organizational commitment plays a role in improving managerial performance in the National Vital Object work area.

H0: Organizational commitment does not play a role in improving managerial performance.

H1: Organizational commitment plays a role in improving managerial performance.

Based on the results of data processing with Smart PLS, the T-Statistics value (2.472) > 1.96 is obtained. Based on this value, it can be stated that H0 is rejected, so it is known that organizational commitment plays a role in improving managerial performance in the National Vital Object work area.

d) Organizational culture plays a role in improving managerial performance, mediated by organizational commitment in the National Vital Object work area.

H0: Organizational culture does not play a role in improving managerial performance mediated by organizational commitment.

H1: Organizational culture plays a role in improving managerial performance, mediated by organizational commitment.

Based on the results of data processing with Smart PLS, the T-Statistics value (2.412) < 1.96. Based on this value, it can be stated that H0 is accepted, so it is known that organizational culture does not play a role in improving managerial performance mediated by organizational commitment in the National Vital Object work area.

Table 7. Hypothesis Test Results

Hypothesis	Path	T-Statistics	Result
H1	Organizational Culture (X) → Managerial Performance (Y)	1,252	Rejected
H2	Organizational Culture (X) → Organizational Commitment (Z)	3,967	Accepted
H3	Organizational Commitment (Z) → Managerial Performance (Y)	2,472	Accepted

Hypothesis	Path	T-Statistics	Result
H4	Organizational Culture (X) → Organizational Commitment (Z) → Managerial Performance (Y)	2,412	Accepted

Source: Questionnaire (Processed, 2026)

The results of hypothesis testing are explained by the T-Statistics value on each path between variables. This value can then explain the acceptance or rejection of the hypothesis. The hypothesis describes the cause-and-effect relationship between variables in the study. Based on the results of hypothesis testing, it can be seen that there are accepted hypotheses and rejected hypotheses. The hypothesis can be rejected if the T-Statistics test value is > 1.96 . Hypothesis testing whose results are accepted are H2, H3, and H4, while hypothesis testing whose results are rejected only H1.

3.2 Discussion

Role of Organizational Culture (X) in Improving Managerial Performance (Y)

Organizational culture is a set of values, norms, assumptions, principles, expectations and systems that distinguish one organization from another; it can enhance a company's business sustainability through indicators such as innovation and risk-taking, care, results orientation, people orientation, team orientation, assertiveness and stability. Based on the results of the path analysis test for hypothesis H2 using Smart PLS, a T-statistic value of 1.252 was obtained, which is less than 1.96. Based on this value, it can be concluded that H0 is accepted, indicating that organizational culture does not play a role in improving managerial performance. This finding is inconsistent with the research conducted by Ginting et al. (2021), which demonstrated that organizational culture does play a role in improving managerial performance. Organizational culture does not play a role in improving managerial performance at the National Vital Object. This is consistent with the study by Mewahaini & Sidharta (2022), which found that organizational culture does not have a significant positive effect on employee performance at companies in the Mayangkara Group.

Based on the results of the study, it can be seen that whilst organisational culture may improve, it does not play a role in enhancing managerial performance. Descriptive statistical analysis shows that organisational culture exhibits excellent levels of innovation and risk-taking, attentiveness, results orientation, people orientation, team orientation, assertiveness, and stability; however, it does not play a role in enhancing managerial performance. This analysis is based on the characteristics of the respondents as classified. Organisational culture is shaped by the characteristics of respondents in terms of religious and ethnic classification and does not influence managerial performance because organisational culture is formed based on company regulations and customs that do not restrict interaction between employees.

The role of Organizational Culture (X) in increasing Organizational Commitment (Z)

Organizational culture is a set of values, norms, assumptions, principles, expectations and systems that distinguish one organisation from another and can enhance a company's business sustainability through indicators such as innovation and risk-taking, attentiveness, results orientation, people orientation, team orientation, aggressiveness and stability. Based on the results of the path analysis test for hypothesis H2 using Smart PLS, a T-Statistics value of (3.967) > 1.96 was obtained. Based on this value, it can be stated that H0 is rejected, indicating that organisational culture plays a role in enhancing organisational commitment. This is

consistent with the research by Wibawa & Putra (2018), which states that organisational culture plays a role in enhancing organizational commitment.

Organizational culture plays a vital role in innovation and risk-taking, care, results orientation, team orientation, assertiveness and stability amongst employees. This implies that the better the organizational culture, the stronger the employees' commitment to the organization.

Descriptive statistical analysis shows that organisational culture has very good levels of innovation and risk-taking, care, results orientation, people orientation, team orientation, assertiveness, and stability, and plays a role in increasing organisational commitment. This analysis is based on the characteristics of the respondents as classified. Organizational culture is shaped by the characteristics of respondents in terms of religious and ethnic classifications and plays a role in enhancing organizational commitment because organisational culture successfully builds psychological bonds between employees and between employees and the company.

The role of organizational commitment (Z) in improving managerial performance (Y)

Organizational commitment is a mutually reinforcing psychological bond between employees and the organisation. Organizational commitment can reduce the likelihood of employees leaving an organization. Based on the results of the path analysis test for hypothesis H3 using Smart PLS, a T-statistic value (2.472) > 1.96 was obtained. Based on this value, it can be stated that H0 is rejected, indicating that organisational commitment plays a role in improving managerial performance. This is consistent with the research conducted by Widyawati & Sari (2017), which showed that organizational commitment plays a role in improving managerial performance.

Descriptive statistical analysis shows that affective commitment, continuity commitment, and normative commitment are very good and play a role in improving managerial performance. This analysis is based on the characteristics of each classification. Organizational commitment can improve managerial performance due to the characteristics of the type of leave and grouping of work placement rings that are in accordance with the needs of the company and employees.

Organizational commitment plays a role in improving managerial performance at National Vital Objects in Southeast Sulawesi Province. Based on the results of the study, it can be seen that the higher the level of organizational commitment, the better the managerial performance.

Descriptive statistical analysis indicates that affective commitment, continuity commitment, and normative commitment are excellent and play a role in improving managerial performance. This analysis is based on the characteristics of each classification. Organizational commitment can improve managerial performance due to the characteristics of the types of leave and the grouping of work placements, which are in line with the needs of the company and employees.

The role of Organizational Culture (X) in improving managerial performance (Y), mediated by organizational commitment (Z)

Organizational culture is a set of values, norms, assumptions, principles, expectations and systems that distinguish one organization from another and can enhance a company's business sustainability through indicators such as innovation and risk-taking, care, results orientation, people orientation, team orientation, aggressiveness and stability. Based on the results of the path analysis test for hypothesis H4 using Smart PLS, a T-Statistics value of (2.412) > 1.96

was obtained. Based on this value, it can be stated that H_0 is rejected, indicating that organisational culture plays a role in improving managerial performance, mediated by organisational commitment. This is consistent with the findings of Wahyuni & Lestari (2020), who stated that organizational culture plays a role in improving managerial performance.

Organizational culture plays a role in enhancing managerial performance, mediated by organisational commitment at National Vital Objects in Southeast Sulawesi Province. The results indicate that organizational commitment can serve as a mediator of the optimal role of organizational culture in enhancing managerial performance at National Vital Objects in Southeast Sulawesi Province.

Descriptive statistical analysis indicates that organisational culture comprising innovation & risk-taking, care, results orientation, people orientation, team orientation, assertiveness, and stability mediated by organizational commitment plays a role in enhancing managerial performance. This analysis is based on the characteristics of the respondents as classified. Organizational culture, mediated by organizational commitment, is shaped by the respondents' characteristics regarding religious affiliation, ethnicity, leave entitlement, and work location, all of which influence managerial performance. This is because employees are granted freedom to practise their religion, are not restricted by ethnicity, have sufficient leave opportunities, and are assigned to suitable work locations.

Research Limitations

This study has limitations that need to be considered for future studies, including:

- a. The objects studied in this study are limited in the National Vital Object work area in Southeast Sulawesi Province, so other researchers need to conduct further research in other work areas with different locations.
- b. The main data used in this study is a questionnaire, so there is a possibility that respondents do not provide answers in accordance with the actual situation.
- c. The limited literature of previous research results that researchers still lack, especially regarding the effect of organizational commitment on managerial performance, means that the discussion of these problems is still lacking.

4. Conclusion

Organizational culture does not play a role in improving managerial performance, so it can be concluded that better organizational culture does not improve managerial performance. Organizational culture plays a role in increasing organizational commitment, so it can be concluded that the better the organizational culture, the greater the organizational commitment. Organizational commitment plays a role in improving managerial performance, so it can be concluded that the better organizational commitment, the more managerial performance will improve. Organizational culture, which is mediated by organizational commitment, does not play a role in improving managerial performance, so it can be concluded that the better the role of organizational commitment in mediating organizational culture, the less it improves managerial performance in the work area of the National Vital Object. From the results and discussion, suggestions that researchers can make are as follows there is a need to reduce the role of company owners regarding organizational culture in managerial performance so that managerial performance increases. Future research can expand the scope of research by adding research objects, such as grouping employee samples based on employee status and place of work with a balanced sample size. This is necessary to provide more representative results.

Future research can look for research gaps that are not in line with previous research. Further research can add research variables, both endogenous and mediating variables.

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