



The influence of organizational commitment, job satisfaction, and organizational culture on employee performance in the forestry service of north sumatra province

Yanti Hasibuan¹, KRT Hardi Mulyono K.Surbakti², Muhammad Hilman Fikri³

Management Study Student, Universitas Muslim Nusantara Al Washliyah Medan

ARTICLE INFO

Article history:

Received Dec 02, 2022

Revised Dec 16, 2022

Accepted Dec 30, 2022

Keywords:

Employee Performance;
Job satisfaction;
Organizational Commitment;
Organizational culture.

ABSTRACT

The purpose of this study was to determine the effect of Organizational Commitment, Job Satisfaction and Organizational Culture on Employee Performance at the North Sumatra Provincial Forestry Service either partially or simultaneously. This type of research uses primary data and secondary data. Meanwhile, data collection techniques used observation, questionnaires, and interviews. The population of North Sumatra Province Forest Service employees was 147 employees. The samples for North Sumatra provincial forestry service employees were 60 respondents. Data analysis techniques used multiple linear regression analysis, hypothesis testing (t-test and F-test), and the coefficient of determination. The results of this study prove that partially known t-count Organizational Commitment (X1) of $2,622 > 1,672$, Job Satisfaction (X2) of $2,520 > 1,672$, and Organizational Culture (X3) of $2,794 > 1,672$, then H_0 is rejected and H_a is accepted, which means has an effect on employee performance, and simultaneously it is known that the F-count value is $17,537 > F\text{-table } 2,77$, so there is an influence of organizational commitment, job satisfaction and organizational culture on employee performance at the Forest Service of North Sumatra Province

This is an open access article under the [CC BY-NC](https://creativecommons.org/licenses/by-nc/4.0/) license.



Corresponding Author:

Yanti Hasibuan,
Management,
Universitas Muslim Nusantara Al Washliyah Medan,
Jl. Garu II A No.93, Harjosari I, Kec. Medan Amplas, Kota Medan, Sumatera Utara 20147 Indonesia,
Email: fajarpradipto@gmail.com

INTRODUCTION

Human resources in the organization is a very important factor for the effectiveness of activities within the organization. Existing human resources must also be required to contribute to realizing the goals to be achieved by the organization. To be able to realize these goals many influencing factors include internal organizational factors such as organizational commitment which have a role in determining the performance of employees [1]. Higher performance implies an increase in efficiency, effectiveness, or higher quality of completing a series of tasks assigned to an employee in an organization [2]

Organizational commitment is an interesting focus for discussion at the North Sumatra Provincial Forestry Service, because employees are the most important asset in achieving

organizational goals, so employees who can produce good performance will be able to make a major contribution in carrying out organizational activities. In the world of work, one's commitment to the organization is often a very important issue.

Employees who are committed to the organization usually show a working attitude that is attentive to their duties, they are very responsible for carrying out their duties and are very loyal to the organization [3]. Commitment contains beliefs, and binders, which will generate energy to do the best [4]. In real terms, commitment has an impact on the work performance of human resources, and in the end, it also greatly influences the performance of an organization. A person's success and performance in the field of work are largely determined by his commitment to the field of work he is engaged [5]. Therefore, organizational commitment is an important thing to note for the management of an agency to improve employee performance, including the factors that influence it, namely organizational commitment, job satisfaction, and organizational culture. Commitment has been identified as the most important effect in determining the whole of an organization [6]. Since the last few decades, the study of commitment has increased and has become a popular subject of study among investigators. Organizational commitment refers to employee loyalty or loyalty to the company where the employee works, even though there is often a lack of understanding of the commitment itself. Understanding commitment is important to support conducive working conditions so that the company runs effectively and efficiently [7].

An organization is also inseparable from organizational commitment. Organizational commitment also has a relationship with organizational culture. The harmony of goals achieved between employees and the organization through culture will build an organizational commitment in employees. Organizational commitment is also related to employee performance, with commitment, employee performance will also increase [8]

Job satisfaction also has a close relationship with organizational commitment. Job satisfaction is the first aspect that is achieved before an employee has organizational commitment where job satisfaction has a significant influence on organizational commitment [9]. Thus, variables such as organizational culture, job satisfaction, and organizational commitment theoretically have a strong relationship in influencing service quality. Cultural issues are essential things for an organization because they will always be related to the company [10].

The Forestry Service is an executive element of the Regional Autonomy of the Provincial Government led by a Head of Service who is under and responsible to the Governor through the Regional Secretary. In addition, the position of the Forestry Service as the representative of the Government for Forestry affairs is to coordinate the implementation of development in the provincial forestry sector, both in preparation, implementation, control, and evaluation as mandated by Government Regulation Number 19 of 2010 article 3 letter d.

Based on organizational commitment, job satisfaction, and organizational culture on employee performance, the pre-survey data was conducted on 30 North Sumatra Forestry Service employees. The pre-survey was carried out by patiently giving a questionnaire to 30 employees of the North Sumatra Forestry Service. Pre-survey results can be seen in the following table.

Table 1. Pre-Survey of Organizational Commitment of the North Sumatra Forest Service

No	Question	Evaluation				Persentase
		Yes	Percentage	No	Percentage	
	<i>Affective Commitment</i>					
1.	I feel as though organizational matters are becoming personal	13	43,3%	17	56,7%	100%
2.	I have a strong sense	10	33,3%	20	66,7%	100%

of belonging to this organization

Continuance Commitment

3. It will be very difficult for me to leave my organization now	18	60%	12	40%	100%
4. I worry about what might happen if I leave my job without having another similar job	24	80%	6	20%	100%

Normative Commitment

5. I don't believe that one should always be loyal to one's organization	10	33,3%	20	66,7%	100%
6. I believe in this organization	7	23,3%	23	76,7%	100%

Based on the pre-survey table conducted with 30 employees of the North Sumatra Forestry Service that there were problems with the organizational structure of the North Sumatra Forestry Service, it was known from the 6 statements used that on average more employees answered disagreed. The problem of organizational commitment to North Sumatra Forestry Service Employees is caused by several factors, one of which is employee disbelief in the existing organization and the employees' unwillingness to leave the existing organization in the North Sumatra Forestry Service.

In addition, based on the results of the pre-survey, it was also found that there was a problem that the job satisfaction of North Sumatra Forestry Service employees was also not good and they were somewhat dissatisfied with the existing salaries and facilities. This can be seen in the pre-survey table which was conducted on 30 employees of the North Sumatra Forestry Service.

Table 2. Results of the North Sumatra Forest Service's Job Satisfaction Pre-Survey

No	Question	Evaluation		Percentage	
		Yes	Percentage	No	Percentage
Opportunity To Advance					
1.	Every employee knows what the goals and importance of work are for the progress of the office	17	56,7%	13	43,3%
2.	I feel happy that my level of work is increasing	15	50%	15	50%
Job Security					

3.	I feel comfortable with the environment in which I work	11	36,7%	19	63,3%	100%
4.	I feel uncomfortable with the environment in which I work	22	73,3%	8	26,7%	100%
Wages						
5.	The salary given is to my expectations	18	60%	12	40%	100%
6.	I am satisfied with the provision of additional employee benefits (TTP)	20	66,7%	10	33,3%	100%
Facility						
7.	I am satisfied with the facilities provided by the company	7	23,3%	23	76,7%	100%
8.	The facilities provided by the company have been fulfilled	17	56,7%	13	43,3%	100%

Based on the pre-survey table conducted with 30 employees of the North Sumatra Forestry Service that there is a problem with job satisfaction felt by employees at the North Sumatra Forestry Service, it is known from the 5 statements used that on average more employees answered disagree. The problem regarding job satisfaction felt by North Sumatra Forestry Service employees is a feeling of discomfort in the work environment and employee dissatisfaction with existing facilities. This can be seen from the results of the pre-survey. That the employees are uncomfortable and dissatisfied with the facilities they get so employees feel dissatisfied at work.

Table 3. Results of the Pre-Survey of the Organizational Culture of the North Sumatra Forest Service

No	Question	Yes	Evaluation		Percentage	
			Percentage	No	Percentage	
Innovative Taking Risks						
1.	I always take into account the risks that will occur	21	70%	9	30%	100%
2.	I always do my best to reduce the risks that can occur	25	83,3%	5	16,7%	100%
Results Oriented						
3.	I finish work on time	18	60%	12	40%	100%
4.	The results of my work are always satisfactory	16	53,3%	14	46,7%	100%
Oriented to the Interests of Employees						

5.	Leaders encourage me to innovate or new ideas at work	18	60%	12	40%	100%
6.	If problems arise at work, they are always resolved together	10	33,3%	20	66,7%	100%
Detail Oriented On Tasks						
7.	I always create innovative ideas at work	14	46,7%	16	53,3%	100%
8.	I am always required to do my job precisely and carefully	17	56,7%	13	43,3%	100%

Based on the pre-survey table conducted with 30 employees of the North Sumatra Forestry Service that there were problems with the organizational culture felt by North Sumatra Forestry Service employees, it was known from the 8 statements used that on average more employees answered disagree. The problem regarding the organizational culture felt by North Sumatra Forestry Service employees is the lack of cohesiveness among employees in solving existing problems and the lack of support or encouragement from leaders at work. This can be seen from the results of the pre-survey on indicators oriented toward the interests of employees.

Table 4. Results of the North Sumatra Forest Service Employee Performance Pre Survey

No	Question	Evaluation				Percentage
		Yes	Percentage	No	Percentage	
Quality						
1.	I can work quickly and precisely	21	70%	9	30%	100%
2.	I am very thorough at work	25	83,3%	5	16,7%	100%
Quantity						
3.	The quantity of work that I do is by the target given by the head of the agency	18	60%	12	40%	100%
4.	I carry out work without having to be assisted by other employees	16	53,3%	14	46,7%	100%
Punctuality						
5.	I complete the task by a predetermined time (on time)	18	60%	12	40%	100%
6.	I can be responsible for my work	20	66,7%	10	33,3%	100%

Based on the results of the pre-survey table above, it is known that employee performance is very good. Besides that, the problem is the problem of employee distrust of the existing organization followed by a feeling of discomfort in the work environment and employee dissatisfaction with

facilities, the lack of cohesiveness among employees in solving existing problems, and the lack of support or encouragement from leaders at work.

1. Literature Review and Submission of Hypotheses

Organizational Commitment

Organizational Commitment is the degree to which employees believe in and accept the goals of the organization and will remain or will not leave the organization [11]. Commitment is a level or stage where employees can understand organizational goals and hope to remain part of the organization [6]. Organizational commitment influences whether the employee stays as a member of the organization or leaves the organization looking for a new job [12]. It is important to know that turnover can be voluntary or involuntary. Voluntary turnover occurs when the work itself decides to leave, whereas involuntary turnover occurs when workers are fired by the organization for various reasons [13]. It can be concluded that Organizational commitment is the feelings, attitudes, and behavior of individuals who identify themselves as part of the organization, and are involved in the process of organizational activities loyal to the organization achieving goals [14].

Job Satisfaction

In essence, job satisfaction is the happy feeling of employees in viewing and carrying out their work activities [15]. If an employee is happy with his job, then the employee is satisfied with his job [16]. Employee job satisfaction also reflects his feelings about work and everything that is faced in his work environment [17]. Job satisfaction is an assessment of workers how far their work as a whole satisfies their needs [18]. Job satisfaction is a feeling that supports or does not support an employee related to his work or his condition [19]. Job satisfaction is a pleasant or unpleasant emotional state in which employees view their work [20]. Job satisfaction is an affective or emotional response to various aspects or aspects of one's work so job satisfaction is not a single concept. A person may be relatively satisfied with one aspect of a job and dissatisfied with one or more other aspects [21].

Organizational Culture

Every employee who works certainly hopes to get a sense of satisfaction at work. For this reason, leaders need to measure the level of job satisfaction possessed by their subordinates. If from these measurements the employees express satisfaction, then the leadership will easily direct their subordinates [22]. Organizational culture is the basic philosophy of the organization which contains shared beliefs, norms, and values which are the core characteristics of how to do things in the organization [23]. Organizational culture is a set of values, beliefs, assumptions, or norms that apply, are agreed upon, and are followed by members within the organization as a guideline for behavior and solving problems within the organization [20].

Employee Performance

Performance is the result or success rate of a person as a whole during a certain period in carrying out tasks compared to various possibilities such as standards, work results, targets or goals, or criteria that have been determined in advance and have been mutually agreed upon [18]. Good performance is one of the goals of the organization in achieving high work productivity. The achievement of good performance is inseparable from good quality human resources [24]. Performance is the result of work that can be achieved by a person or group of people in a company by their respective authorities and responsibilities to achieve company goals legally, not violating the law, and not contradicting morals and ethics [25].

According to [6], performance is a measurement of the expected work results in the form of something optimal. The factors that affect performance are as follows:

1. Organizational climate. The work climate in an organization is very important for leaders to understand the conditions of the organization because they must channel their subordinates so that they can achieve personal goals and organizational goals. A conducive working climate will affect employee performance.
2. Leadership. The role of leader must be able and able to play his role in an organization, the leader must be able to explore the potentials that exist in him and utilize them within the organizational unit.
3. Quality of work. Work done with high quality can satisfy the person concerned and the company. Completion of reliable tasks and minimum benchmarks for the quality of performance must be achieved.
4. Workability. The ability to manage the work for which they are responsible, including making work schedules, generally affects the performance of an employee.
5. Initiative. The initiative is an important factor in efforts to improve employee performance. To have an initiative requires the knowledge and skills possessed by employees to improve the results they achieve.
6. Motivation. Motivation is an important subject for leaders because by definition leaders must work with and through other people. Leaders need to understand how people behave in a certain way so they can influence them to work according to what the company wants.
7. Durability/reliability. Are employees able to plan and schedule their work? Because it will affect the timeliness of work results that are the responsibility of an employee.
8. Quantity of work. The work carried out by employees must have a high quantity of work that can satisfy those concerned and the company. By having the quantity of work according to the target, it will be able to evaluate employee performance to improve work performance.
9. Work discipline. In paying attention to the role of humans in the organization, to achieve the specified goals, high discipline is needed so that they can achieve optimal work results or achieve the desired results together.

Hipotesis Penelitian

The hypothesis is a temporary answer to the research problem formulation, where the problem formulation has been stated in the form of a question sentence. It is said temporarily because the answers given are only based on relevant theories, not yet based on empirical facts obtained through data collection [26]. So the hypothesis can also be stated as a theoretical answer to the research problem formulation, not yet an empirical answer. Based on the statement above, the hypothesis in this study is:

- H1: It is suspected that there is Organizational Commitment influence on Employee Performance at the North Sumatra Provincial Forestry Service
- H2: It is suspected that there is an influence of Job Satisfaction on Employee Performance at the North Sumatra Provincial Forestry Service
- H3: It is suspected that there is an influence of Organizational Culture on Employee Performance at the North Sumatra Provincial Forestry Service
- H4: It is suspected that there is an influence of Organizational Commitment, Job Satisfaction, and Organizational Culture on Employee Performance at the North Sumatra Provincial Forestry Service

RESULTS AND DISCUSSIONS

Research design serves to assist the implementation of research. This type of research is correlational research, namely this research is intended to determine whether there is a relationship between two or several variables. Correlation research aims to determine the pattern and closeness

of the relationship between two or more variables. Based on the problems studied, in this study, there were four variables, namely Organizational commitment variables (variable X1), job satisfaction variables (variable X2), organizational culture variables (variable X3), and employee performance variables (variable Y). So the writer wants to examine how the influence of variable X on variable Y.

The population in this study were employees at the North Sumatra Provincial Forestry Service, totaling 147 employees.

Table 5. Data of Forest Service Employees of North Sumatra Province

No	Job Description	Amount
1	Finance Department Staff	12
2	The staff of General Affairs and Personnel	21
3	Program Staff, Accountability, and Public Information	11
4	Forest Stewardship Staff	29
5	Forest and Land Rehabilitation Staff (RHL)	24
6	The staff of Forest Entrepreneurs	22
7	Staff for Forest Protection (PH)	28
Total Total Employees		147

Source: Forestry Service 2021

In this study, the authors narrowed down the population, namely the total number of employees to as many as 147 by calculating the sample size which was carried out using the Slovin technique. This study uses the Slovin formula because, in sampling, the number must be representative so that the research results can be generalized and the calculation does not require a table of the number of samples, but can be done using simple formulas and calculations. The Slovin formula for determining the sample is as follows:

$$N = \frac{N}{1 + N \cdot e^2}$$

The total population in this study is 147 employees, so the percentage of allowance used is 10% and the calculation results can be rounded up to achieve suitability. So to find out the research sample, with the following calculations:

$$n = \frac{N}{1 + N \cdot e^2}$$

$$n = \frac{147}{1 + 147 \times 0,1^2}$$

$$n = \frac{147}{1 + 147 (0.01)}$$

$$n = \frac{147}{2,47}$$

n = 59.5 rounded up to 60 North Sumatra Forest Service Employees

Questionnaire Validity and Reliability Test

Validity test

Test the validity and reliability of this study by as many as 30 respondents who were taken from outside the sample or the rest of the population. If the value of the r arithmetic table is declared

valid with the provision that the value of the r table is $r_{table} = 30-2$, the results of the validity test in this study can be seen in the following table:

Table 6. Validity Test Results

Question Items Variable (X1)	r count	r table	Information
Question X1.P1	0.676	0.3610	Valid
Question X1.P2	0.790	0.3610	Valid
Question X1.P3	0.752	0.3610	Valid
Question X1.P4	0.758	0.3610	Valid
Question X1.P5	0.752	0.3610	Valid
Question X1.P6	0.686	0.3610	Valid
Question X1.P7	0.676	0.3610	Valid
Question X1.P8	0.790	0.3610	Valid
Question X1.P9	0.752	0.3610	Valid
Question X1.P10	0.758	0.3610	Valid
Question X1.P11	0.752	0.3610	Valid
Question X1.P12	0.686	0.3610	Valid
Question X1.P13	0.758	0.3610	Valid
Question X1.P14	0.752	0.3610	Valid
Question X1.P15	0.686	0.3610	Valid

Question Items Variable (X2)	r count	r table	Information
Question X2.P1	0.915	0.3610	Valid
Question X2.P2	0.839	0.3610	Valid
Question X2.P3	0.766	0.3610	Valid
Question X2.P4	0.730	0.3610	Valid
Question X2.P5	0.820	0.3610	Valid
Question X2.P6	0.739	0.3610	Valid
Question X2.P7	0.915	0.3610	Valid
Question X2.P8	0.839	0.3610	Valid
Question X2.P9	0.766	0.3610	Valid
Question X2.P10	0.730	0.3610	Valid
Question X2.P11	0.820	0.3610	Valid
Question X2.P12	0.739	0.3610	Valid

Question Items Variable (X3)	r count	r table	Information
Question X3.P1	0.764	0.3610	Valid
Question X3.P2	0.689	0.3610	Valid
Question X3.P3	0.855	0.3610	Valid
Question X3.P4	0.830	0.3610	Valid
Question X3.P5	0.783	0.3610	Valid
Question X3.P6	0.715	0.3610	Valid
Question X3.P7	0.837	0.3610	Valid
Question X3.P8	0.785	0.3610	Valid
Question X3.P9	0.836	0.3610	Valid
Question X3.P10	0.830	0.3610	Valid
Question X3.P11	0.783	0.3610	Valid
Question X3.P12	0.715	0.3610	Valid

Question Items Variable (Y)	r count	r table	Information
--------------------------------	---------	---------	-------------

Question Y.P1	0.790	0.3610	Valid
Question Y.P2	0.626	0.3610	Valid
Question Y.P3	0.868	0.3610	Valid
Question Y.P4	0.831	0.3610	Valid
Question Y.P5	0.804	0.3610	Valid
Question Y.P6	0.818	0.3610	Valid
Question Y.P7	0.855	0.3610	Valid
Question Y.P8	0.831	0.3610	Valid
Question Y.P9	0.626	0.3610	Valid
Question Y.P10	0.868	0.3610	Valid
Question Y.P11	0.831	0.3610	Valid
Question Y.P12	0.804	0.3610	Valid
Question Y.P13	0.818	0.3610	Valid
Question Y.P14	0.855	0.3610	Valid
Question Y.P15	0.790	0.3610	Valid

Source: Data Processed by Researchers, 2022

Based on the table above, it can be seen that all questionnaire statements for indicators of the Organizational Commitment Variable (X1), Job Satisfaction Variable (X2), Organizational Culture Variable (X3), and Employee Performance Variable (Y) have been tested for validity, all statement items are declared valid because $r_{count} > r_{table}$.

Reliability Test

Reliability measurement was carried out by measuring only once and the statistical test used and used was Cronbach Alpha. Where a variable is said to be reliable if it gives a Cronbach Alpha value > 0.6 . The results of the reliability test in this study can be seen in the following table:

Table 7. Reliability Test Results

Variable	Cronbach's Alpha	Value Measurement Criteria	Information
Organizational Commitment (X1)	0,937	0,60	Reliable
Job Satisfaction (X2)	0,949	0,60	Reliable
Organizational Culture (X3)	0,943	0,60	Reliable
Employee Performance (Y)	0,960	0,60	Reliable

Source: Data Processed by Researchers, 2022

Based on the table above, it can be seen that the Organizational Commitment Variable (X1), Job Satisfaction Variable (X2), Organizational Culture Variable (X3), and Employee Performance Variable (Y) are declared reliable because Cronbach's Alpha is greater than the criterion for measuring value.

Hypothesis test

Partial Test (t-test)

To find out the influence of the independent variable Organizational Commitment, job satisfaction, and organizational culture on the dependent variable, namely employee performance, it is necessary to do a t-test, partial testing can be seen from the t-test, if the probability value is < 0.05 , H_0 is rejected which means there is a significant influence. Partial test results can be seen in the following table:

Table 8. Partial Test Results (t-test)

Model		Coefficients		Standardized Coefficients	T	Sig.
		Unstandardized Coefficients	Std. Error			
1	(Constant)	3.188	8.411		.379	.706
	Organizational Commitment(X1)	.444	.169	.337	2.622	.011
	Job Satisfaction (X2)	.095	.184	.070	2.520	.005
	Organizational Culture (X3)	.557	.199	.382	2.794	.007

a. Dependent Variable: KinerjaPegawai

Source: Data Processed by Researchers, 2022

Based on the output table above, the results of the t-test are obtained, before looking at the t-table, by calculating the value of $df = n - 3$, where n is the number of respondents and 3 is three directions. Then $df = 60 - 3 = 57$. In table $\alpha = 0.05$ so that a t-table value of 1.67203 is obtained. Then the results of the t-test can be seen as follows:

1. Organizational Commitment regression coefficient (X1) with a sig. 0.011. sig. value smaller than the probability $\alpha = 0.05$, or $0.011 < 0.05$. Variable X1 has a t-count of 2.622 with a t-table of 1.67203. So $t\text{-count} > t\text{-table}$, then H_0 is rejected and H_a is accepted, which means that Organizational commitment has a positive and significant influence on Employee Performance.
2. The regression coefficient of Job Satisfaction (X2) with sig. 0.005. sig. value smaller than the probability $\alpha = 0.05$, or $0.005 < 0.05$. Variable X2 has a t-count of 2.520 with a t-table of 1.67203. So $t\text{-count} > t\text{-table}$, then H_0 is rejected and H_a is accepted, it can be concluded that job satisfaction has a positive and significant effect on employee performance.
3. Organizational Culture regression coefficient (X3) with a sig. 0.007. sig. value smaller than the probability $\alpha = 0.05$, or $0.007 < 0.05$. Variable X3 has a t-count of 2.794 with a t-table of 1.67203. So $t\text{-count} > t\text{-table}$, then H_0 is rejected and H_a is accepted. It can be concluded that Organizational Culture has a positive and significant influence on Employee Performance.

Simultaneous Significance Test (F Test)

Simultaneous tests were used to determine the effect of the independent variables of personal factors and organizational factors on the dependent variable, namely the Organizational Commitment of employees together. F test results can be seen in the following table:

Table 9. Simultaneous Significant Test Results (Test F)

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	738.101	3	246.034	17.537	.000 ^a
	Residual	785.632	56	14.029		
	Total	1523.733	59			

-
- a. Predictors: (Constant), BudayaOrganisasi , KomitmenOrganisasional ,
KepuasanKerja
- b. Dependent Variable: KinerjaPegawai
-

Source: Data Processed by Researchers, 2022

Based on the output results above, the results of the F test are obtained, before looking at the F table, namely by counting $df1 = k - 1$ and $df2 = n - k$ where k is the number of variables (free + bound) and n is the number of samples. Then $df1 = 4 - 1 = 3$ and $df2 = 60 - 4 = 56$. So it can be seen that the f table is 2.77. In the table above ANOVA, the F count value is 17,537 with a probability value of Sig. of 0.000. F count value (17.537) > F table (2.77), and Sig. smaller than the probability value of 0.05 or $0.000 < 0.05$, Organizational Commitment (X1), Job Satisfaction (X2) and Organizational Culture (X3) jointly (simultaneously) affect Employee Performance (Y).

Determination Coefficient Test (R²)

To determine the magnitude of the contribution of personal factors and organizational factors together to the Organizational Commitment of employees simultaneously, it can be determined based on the R Square value in the table as follows:

Table 10. Test Results for the Coefficient of Determination (R²)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. An error in the Estimate
1	.696 ^a	.484	.457	3.746

a. Predictors: (Constant), BudayaOrganisasi , KomitmenOrganisasional ,
KepuasanKerja

Source: Data Processed by Researchers, 2022

Based on table 10 above, it can be seen that the value of R square is 0.484 or 48.8%, this indicates that the variables Organizational Commitment (X1), Job Satisfaction (X2), and Organizational Culture (X3) affect 48.8%.

Organizational Commitment Influence on Employee Performance

There is a positive effect of the organizational commitment variable on employee performance as indicated by count (2.622) > (1.672) with a significance value of $0.000 < 0.05$. With this kind of relationship, it implies that the higher (Organizational Commitment) the higher (employee performance) will be. Then it was found that Organizational commitment has a significant effect on employee performance. The results of this study are in line with the results of previous studies which state that Organizational Commitment has a significant effect on employee performance [27][28][29][30].

The Effect of Job Satisfaction on Employee Performance

Based on the results of the study it can be seen that job satisfaction has a positive and significant effect on employee performance, with a t count value of 2.520 > t table 1.672 and a significant value of $0.000 < 0.05$ this means that job satisfaction has a positive effect on employee performance variables. The hypothesis is accepted. Job satisfaction is a pleasant or unpleasant emotional state in which employees view their work [31]. Based on the above understanding, it can be concluded that employee job satisfaction is an individual thing, each employee has a different level of satisfaction

according to the value system that applies to him. The results of this study are in line with previous research which states that job satisfaction has a significant effect on employee performance [32][33][34].

The Effect of Organizational Culture on Employee Performance

Based on the research results, it can be seen that organizational culture has a positive and significant effect on employee performance, with a t count value of 2.794 > t table 1.672 and a significant value of 0.000 < 0.05, this means that job satisfaction has a positive effect on employee performance variables. The hypothesis is accepted. Organizational culture is a philosophy based on a view of life as values, habits, and also encouragement that is cultivated in a group and is reflected in attitudes, ideals, opinions, views, and actions that are manifested as work [33]. The results of this study are in line with previous studies which state that organizational culture has a significant effect on employee performance [35][36][37].

The Effect of Organizational Commitment, Job Satisfaction, and Organizational Culture on Employee Performance

Based on the research results, the simultaneous F-test results were obtained which showed that the Fcount value was 17.537 with a Ftable value of 2.77 and a Sig. of 0.000. This shows that there is an influence between Organizational commitment, Job Satisfaction, and Organizational Culture together on the Performance of North Sumatra Forest Service Employees. The results of this study are in line with the results of previous studies which state that Organizational commitment, job satisfaction, and organizational culture have a significant effect on employee performance [38][39][40]. The results of the determinant coefficient test show that the value of R square is 0.484 or 48.8%, this indicates that the variables Organizational Commitment (X1), Job Satisfaction (X2), and Organizational Culture (X3) have an effect of 48.8%. This shows that the better the Quality of Organizational Commitment, Job Satisfaction, and Organizational Culture, the performance of the North Sumatra Forest Service Employees will be even better.

CONCLUSION

Based on the results of the research and discussion that have been stated previously, it can be concluded from research on Organizational Commitment, Job Satisfaction, and Organizational Culture, the Employee Performance at the North Sumatra Forestry Service is as follows.

1. Based on the results of the study, it is partially known that t-count 2.622 is greater than t-table 1.672, which means that organizational commitment influences employee performance at the North Sumatra Forestry Service.
2. Based on the partial results of the study, it is known that t-count 2.520 is greater than t-table 1.672, which means that job satisfaction has a significant effect on employee performance at the North Sumatra Forestry Service.
3. Based on the partial results of the study, it is known that t-count 2.794 is greater than t-table 1.672, which means that organizational culture has a significant effect on employee performance at the North Sumatra Forestry Service.
4. Based on the results of the study simultaneously, it is known that the F count value is 17.537 greater than F table 2.77, which means Organizational Commitment, Job Satisfaction, and Organizational Culture together on Employee Performance at the North Sumatra Forest Service.

From the results of this research, the researcher will provide suggestions related to the research that has been carried out to be used as input and material for consideration that is useful for interested parties as a refinement of further research. Some of these suggestions are:

1. From Organizational commitment factors, Job Satisfaction, and Organizational Culture

more focus is applied to employees so that employee performance can be further increased for the Office at the North Sumatra Forestry Service.

2. Related to Organizational Commitment, Job Satisfaction, and Organizational Culture towards the vision and mission of the North Sumatra Province Forest Service Office, therefore it should be further intensified so that employees can understand and have high efforts to realize this vision and mission.
3. For future researchers to be able to look for other factors that influence employee performance at the North Sumatra Forest Service Office.

References

- A. Triyono, *Manajemen Sumber Daya Manusia*. Jakarta: Oryza, 2012.
- A. F. V. A. R. K. E. H. S. D. R. Pakpahan, *Kecemasan Karyawan Hotel Dampak Pandemi Covid 19 Dan Stres Kerja*. Surabaya: Global Aksara Pres, 2021. doi: 10.47655/dialog.v44i1.470.
- C. W. J. Xu, "Effects of professional identity on turnover intention in China's hotel employees: The mediating role of employee engagement and job satisfaction," *J. Hosp. Tour. Manag.*, vol. 45, no. June, pp. 10-22, 2020, DOI: 10.1016/j.jhtm.2020.07.002.
- U. Udin, R. Dananjoyo, M. Shaikh, and D. V. Linarta, "Islamic Work Ethics, Affective Commitment, and Employee 's Performance in Family Business: Testing Their Relationships," 2022, DOI: 10.1177/21582440221085263.
- Y. Kuswati, "The Effect of Motivation on Employee Performance," *Budapest Int. Res. Critics Inst. Humanit. Soc. Sci.*, vol. 3, no. 2, pp. 995-1002, 2020, doi: 10.33258/birci.v3i2.928.
- P. S. M. C. Robbins, *Manajemen, diterjemahkan oleh Bob Sabran, Wibi Hardani*. Jakarta: Erlangga, 2012.
- S. R. E. E. N. Herlisha, "Effect Of Work Motivation And Job Satisfaction On Employee Performance: Mediating Role Of Employee Engagement," *Probl. Perspect. Manag.*, vol. 19, no. 3, pp. 162-174, 2021, DOI: 10.21511/ppm.19(3).2021.14.
- F. S. I. K. R. S. D. Susita, "Organizational Culture and Leadership Style on Employee Performance," *Int. J. Soc. Sci. World*, vol. 3, no. 2, pp. 98-113, 2021, [Online]. Available: <https://www.growingscholar.org/journal/index.php/TIJOSSW/article/view/140>
- A. T. E. M. S. Johansson, "Teacher job satisfaction: the importance of school working conditions and teacher characteristics," *Educ. Rev.*, vol. 73, no. 1, pp. 71-97, 2021, DOI: 10.1080/00131911.2019.1705247.
- R. S. D. M. Nurhayati, "The Effect of Career Development on Turnover Intention with Job Satisfaction and Organizational Commitment as Mediators, Study at PT Control Systems Arena Para Nusa," *Eur. J. Bus. Manag. Res.*, vol. 6, no. 4, pp. 11-18, 2021, doi: 10.24018/ejbmr.2021.6.4.918.
- Mathis; Jackson, *Human Resource Management Edisi 10*. Jakarta: Salemba Empat, 2011.
- Martin, "Pengaruh Reward (Penghargaan) Terhadap Kinerja Dengan Komitmen Organisasi Sebagai Variabel Moderasi PT. Dinamika Indonusa Prima Medan," *J. Ekon. dan Bisnis Dharma Andalas*, vol. 22, no. 2, pp. 231-240, 2020.
- L. G. R. S. D. P. Astiti, "Peran motivasi berprestasi dalam organisasi dan kohesivitas kelompok terhadap komitmen organisasi mahasiswa Fakultas Kedokteran Universitas Udayana," *J. Psikol. Udayana*, vol. Edisi Khusus, pp. 111-122, 2019, [Online]. Available: <https://ocs.unud.ac.id/index.php/psikologi/article/view/52509>
- L. P. S. I. Helmy, "Pengaruh Person-Organization Fit, Job Embeddedness dan Religiusitas Terhadap Komitmen Organisasional dengan Kepuasan Kerja sebagai Variabel Intervening (Studi pada Guru Lembaga Pendidikan Yayasan Al Kahfi Somalangu Kebumen)," *J. Ilm. Mhs. Manajemen, Bisnis dan Akunt.*, vol. 2, no. 2, pp. 197-213, 2020.
- I. Jasmine, P. Studi, S. Manajemen, and F. Ekonomi, "Pengaruh Lingkungan Kerja Terhadap Kepuasan Kerja Dengan Motivasi Sebagai Mediasi," vol. II, no. 2, pp. 450-460, 2020.
- F. S. Llzarti, "Pengaruh Motivasi Dan Kepuasan Kerja Terhadap Perilaku Inovatif Karyawan Kantor Perwakilan Bank Indonesia Provinsi Sumatera Barat," *J. Adm. Sos. dan Hum.*, vol. 4, no. 3, pp. 111-121, 2021.
- U. Bestari, "Pengaruh Beban Kerja, Stres Kerja, Melalui Kepuasan Kerja Terhadap Kinerja Pegawai Pada Unit Pelindungan BP2ML," *Syntax Lit. J. Ilm. Indones.*, vol. 6, no. 4, pp. 2029-2049, 2021.
- V. Rivai, *Manajemen Sumber Daya Manusia Untuk Perusahaan, Dari Teori ke Praktik*. Jakarta: PT. Raja Grafindo Persada, 2014.

- A. P. A. Mangkunegara, *Perencanaan Dan Pengembangan Sumber Daya Manusia*. Bandung: PT. Rafika Aditama, 2013.
- E. Sutrisno, *Manajemen Sumber Daya Manusia. Edisi Pertama*. Bandung: Prenada Media Group, 2016.
- S. Hasibuan, *Pengembangan Sumber Daya Manusia*. Jakarta: Gramedia, 2015.
- A. F. Nasib, *Mengenal Dasar Manajemen*, no. February. 2020.
- Wibowo, *Manajemen Kinerja; Cetakan Keempat*. Jakarta: PT. Raja Grafindo Persada, 2014.
- K. Umam, *Manajemen Organisasi*. Bandung: Pustaka Setia, 2012.
- N. Riani and N. S. Handayani, "Dampak Stres Kerja Pustakawan Pada Masa Pandemi Covid-19 Terhadap Layanan Perpustakaan Perguruan Tinggi," *Fihris J. Ilmu Perpust. dan Inf.*, vol. 15, no. 1, p. 97, 2020, doi: 10.14421/fhrs.2020.151.97-114.
- Sugiyono, *metodelogi penelitian kuantitatif,kualitatifdan R&D*. 2016.
- N. Aidah, Q. Ain, and K. Fikriyah, "Pengaruh Religiusitas dan Komitmen terhadap Kinerja Karyawan," vol. 6, pp. 57-77, 2020.
- F. Supriadi, "Pengaruh Etos Kerja Terhadap Komitmen Organisasional Aparatur Sipil Negara Di Dinas Penanaman Modal Dan Pelayanan Terpadu Satu Pintu Kabupaten," *J. Produkt.*, vol. 8, pp. 8-14, 2021.
- M. B. S. E. J. Sagala, "Pengaruh Work Engagement Dan Komitmen Organisasi Terhadap Tingkat Turnover Intention Karyawan Di PT. Telkom Akses Balikpapan," in *eProceedings of Management*, 2020, vol. 7, no. 2, pp. 5635-5643.
- N. A. R. S. S. P. Pebri, "Performance Optimization By Compensation, Organizational Commitment and Job Promotion Towards Job Satisfaction," *Int. J. Bus. Manag. Invent. IJBMI*, vol. 9, no. 4, pp. 37-42, 2020.
- T. Hani Handoko, *Manajemen Personalialia dan Sumber Daya Manusia*. Yogyakarta: BPFE, 2012.
- E. A. M. D. B. F. A. A. Hou, "Effect Of Work Environment And Workload On Employee Satisfaction," *Jmari*, vol. 3, no. 1, pp. 1-12, 2022.
- A. F. Nasib, *Mengenal Dasar Manajemen*, no. February. Jawa Barat: Pena Persada, 2020.
- L. E. P. E. R. A. Setyadi, "The Relationship of Job Satisfaction, Flexible Working Arrangements and Employee Performance using SEM-PLS and FIMIX-PLS: A Case Study of Employees in Insurance Company," *Nat. Volatiles Essent. Oils*, vol. 8, no. 4, pp. 10978-10991, 2021.
- N. R. Amelia, "Pengaruh Budaya Organisasi Dan Lingkungan Kerja Terhadap Kinerja Karyawan Di PT. Perkebunan Nisantara IV Medan," in *Prosiding Seminar Nasional SINASTEKMAPAN*, 2018, vol. I, no. November, pp. 186-197.
- S. Sudarnice, "Increasing Innovative Performance through Organization Culture, Work Satisfaction and Organization Commitments," *Integr. J. Bus. Econ.*, vol. 4, no. 1, p. 88, 2020, doi: 10.33019/ijbe.v4i1.251.
- Y. M. N. C. H. E. M. S. N. D. S. N. A. J. I. M. K. D. Y. A. Purwanto, "The Influence of Motivation, Ability, Organizational Culture, Work Environment on Teachers Performance," *Turkish J. Comput. Math. Educ.*, vol. 12, no. 4, pp. 99-108, 2021.
- H. A. H. R. Nasib, "Changes in the Performance of Millennial Employees during the Covid-19 Period at Four Star Hotels in Medan City," *Int. J. Res. Rev.*, vol. 19, no. April, pp. 320-324, 2022.
- I. L. Nasib, "Leadership Role In The Commitment And Performance of Employees InThe Regional Company Of Medan," *Int. J. Innov. Multidiscip. F.*, vol. 6, no. 8, pp. 58-63, 2020.
- N. Martin, "Pengaruh Lingkungan Kerja Dan Insentif Terhadap Kinerja Pegawai," in *Seminar Nasional Royal (SENAR) 2018*, 2018, pp. 423-428.