

Work Plan for Improving Employee Performance

Anri Ferdianto Panjaitan¹, Kholilul Kholik, Saimara A.M Sebayang

Abstract

This study aims to determine and analyze the effect of organizational commitment and organizational culture on the improvement of employee performance at the Regional Office of the Directorate General of Corrections of North Sumatra, both partially and simultaneously. This study uses a quantitative associative approach, with a population consisting of all employees within the Regional Office of the Directorate General of Corrections of North Sumatra. The research sample consisted of 110 respondents determined using a proportionate stratified random sampling technique. Data were collected through a questionnaire using a 1-5 Likert scale, which was then processed with the help of the SPSS program, including validity testing, reliability testing, classical assumption testing, and multiple linear regression analysis. The results show that all instrument items were declared valid and reliable. Hypothesis testing shows that organizational commitment has a positive and significant effect on employee performance ($t\text{-count } 5.339 > t\text{-table } 1.982$; $\text{sig } 0.000 < 0.05$), and organizational culture also has a positive and significant effect on employee performance ($t\text{-count } 2.881 > t\text{-table } 1.982$; $\text{sig } 0.005 < 0.05$). Simultaneously, organizational commitment and organizational culture have a significant effect on employee performance ($F\text{-count } 39.887 > F\text{-table } 3.081$; $\text{sig } 0.000 < 0.05$), with a contribution (Adjusted R Square) of 41.6 percent, while the remainder is influenced by other factors outside this research model. This study recommends that organizational leaders continue to strengthen employees' affective commitment and build a supportive work culture in order to improve performance on a sustainable basis.

Keywords: Organizational Commitment; Organizational Culture; Employee Performance

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Introduction

Human resources are a primary asset for every organization, including government institutions, because the achievement of an organization's vision and mission is highly dependent on the performance of the employees who carry it out. The Regional Office of the Directorate General of Corrections of North Sumatra, as a vertical agency of the Ministry of Law and Human Rights, holds significant duties and responsibilities in the guidance, supervision, and coordination of all Corrections Technical Implementation Units in the North Sumatra region, ranging from Correctional Institutions, State Detention Centers, and Correctional Guidance Centers, to State Confiscated Property Storage Houses. The high complexity of these duties requires optimal employee performance so that correctional services can run professionally, accountably, and in accordance with applicable public service standards.

Employee performance is not formed instantly; rather, it is influenced by various factors, including organizational commitment and organizational culture. Organizational commitment describes the extent to which employees have a psychological attachment, pride, and willingness to exert extra effort for the benefit of the organization. Employees with high commitment tend to show greater loyalty, responsibility, and work motivation compared to employees with low commitment. On the other hand, organizational culture acts as a system of shared values, norms, and work habits adopted collectively by all members of the organization, which in turn shapes employees' daily behavior patterns and work ethic.

Based on preliminary observations and interviews at the Regional Office of the Directorate General of Corrections of North Sumatra, there are indications that the performance achievements of some employees have not been fully optimal, as reflected in the persistence of delays in completing administrative tasks, low initiative in addressing work-related problems, and variation in the level of employee engagement across work units. This phenomenon is suspected to be related to an uneven level of organizational commitment and a work culture that has not been fully internalized across all lines of employees. Therefore, an empirical study on the effect of organizational commitment and organizational culture on employee performance is important to conduct, in order to provide a policy basis for leaders in formulating more targeted performance improvement strategies.

Based on the description above, this study is formulated into three problems, namely: (1) whether organizational commitment affects employee performance; (2) whether organizational culture affects employee performance; and (3) whether organizational commitment and organizational culture simultaneously affect employee performance at the Regional Office of the Directorate General of Corrections of North Sumatra. The purpose of this study is to analyze the effect of organizational commitment and organizational culture on employee performance, both partially and simultaneously, and to provide practical recommendations for management.

LITERATURE REVIEW

2.1 Organizational Commitment

Organizational commitment is a psychological state that describes an employee's attachment to the organization in which they work, reflected in a strong desire to remain a member of the organization, a willingness to exert high effort on behalf of the organization, and acceptance of the organization's values and goals.

Organizational commitment is generally divided into three dimensions: affective commitment, related to emotional attachment; continuance commitment, related to the consideration of the costs and benefits of leaving the organization; and normative

commitment, related to a sense of moral obligation to remain with the organization. These three dimensions together serve as strong indicators of the strength of an employee's commitment to their organization.

2.2 Organizational Culture

Organizational culture is a system of values, beliefs, norms, and habits shared by members of an organization, which distinguishes one organization from another and serves as a guide for behavior in carrying out daily work activities. A strong and positive organizational culture can create a sense of belonging, increase the consistency of employee behavior, and strengthen the stability of the organization's social system.

Commonly used dimensions of organizational culture include innovation and risk-taking, attention to detail, outcome orientation, individual orientation, team orientation, aggressiveness, and organizational stability.

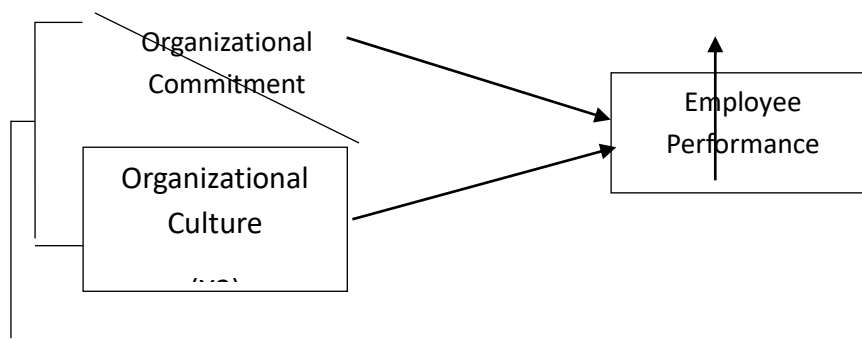
2.3 Employee Performance

Employee performance refers to the quality and quantity of work results achieved by an employee in carrying out the tasks assigned to them in accordance with their responsibilities. Employee performance can be measured through several indicators, including work quality, quantity/timeliness of task completion, independence in working, initiative, teamwork, understanding of duties, and work discipline. Optimal performance reflects the fulfillment of internal factors such as motivation and commitment, as well as external factors such as work culture and organizational support.

2.4 Conceptual Framework

Based on the theoretical review and previous research, the conceptual framework of this study places Organizational Commitment (X1) and Organizational Culture (X2) as independent variables that affect Employee Performance (Y) as the dependent variable, both partially and simultaneously.

2.5 Conceptual Framework



Hypotheses

Based on this conceptual framework, the research hypotheses are formulated as follows:

- H1: Organizational commitment has a positive and significant effect on employee performance.
- H2: Organizational culture has a positive and significant effect on employee performance.
- H3: Organizational commitment and organizational culture simultaneously have a positive and significant effect on employee performance.

Literature Review

RESEARCH METHOD

3.1 Research Type and Approach

This study uses a quantitative approach with a causal-associative research design, which aims to determine the cause-and-effect relationship between two independent variables (organizational commitment and organizational culture) and one dependent variable (employee performance).

3.2 Population and Sample

The population in this study consists of all employees at the Regional Office of the Directorate General of Corrections of North Sumatra and its technical implementation units. The sampling technique used is proportionate stratified random sampling, with a total sample of 110 respondents considered representative of the study population.

3.3 Data Collection Technique

Primary data were collected through a closed-ended questionnaire using a 1-5 Likert scale (1 = Strongly Disagree to 5 = Strongly Agree), consisting of 10 statement items each for the variables Organizational Commitment (X1), Organizational Culture (X2), and Employee Performance (Y). Secondary data were obtained from relevant institutional personnel documents and reports.

3.4 Data Analysis Technique

The collected data were analyzed with the assistance of the SPSS (Statistical Package for the Social Sciences) program through the following stages: (1) validity testing using the corrected item-total correlation technique, with the criterion that an item is valid if $r\text{-count} > r\text{-table}$; (2) reliability testing using Cronbach's Alpha coefficient, with the criterion that an instrument is reliable if the alpha value > 0.60 ; (3) classical assumption tests, including the normality test (Kolmogorov-Smirnov), multicollinearity test (Tolerance and VIF), and heteroscedasticity test (Glejser test); (4) multiple linear regression analysis; and (5) hypothesis testing through the t-test (partial), F-test (simultaneous), and coefficient of determination (R^2).

RESULTS AND DISCUSSION

4.1 Instrument Validity Test

Validity testing was carried out by comparing the $r\text{-count}$ value (corrected item-total correlation) with the $r\text{-table}$ value at a 5% significance level and degrees of freedom ($n-2$) = 108, which is 0.187. A statement item is declared valid if $r\text{-count} > r\text{-table}$.

Table 1. Validity Test Results for the Organizational Commitment Variable (X1)

Item	r-count	r-table	Description
X1_1	0.794	0.187	Valid
X1_2	0.790	0.187	Valid
X1_3	0.724	0.187	Valid
X1_4	0.750	0.187	Valid
X1_5	0.773	0.187	Valid
X1_6	0.787	0.187	Valid
X1_7	0.718	0.187	Valid
X1_8	0.751	0.187	Valid
X1_9	0.766	0.187	Valid
X1_10	0.751	0.187	Valid

Source: SPSS data processing results, 2026.

Table 2. Validity Test Results for the Organizational Culture Variable (X2)

Item	r-count	r-table	Description
X2_1	0.697	0.187	Valid
X2_2	0.739	0.187	Valid
X2_3	0.689	0.187	Valid
X2_4	0.719	0.187	Valid
X2_5	0.707	0.187	Valid
X2_6	0.717	0.187	Valid
X2_7	0.793	0.187	Valid
X2_8	0.689	0.187	Valid
X2_9	0.728	0.187	Valid
X2_10	0.687	0.187	Valid

Source: SPSS data processing results, 2026.

Table 3. Validity Test Results for the Employee Performance Variable (Y)

Item	r-count	r-table	Description
Y_1	0.676	0.187	Valid
Y_2	0.634	0.187	Valid
Y_3	0.655	0.187	Valid
Y_4	0.619	0.187	Valid
Y_5	0.655	0.187	Valid
Y_6	0.687	0.187	Valid
Y_7	0.728	0.187	Valid
Y_8	0.664	0.187	Valid
Y_9	0.708	0.187	Valid
Y_10	0.584	0.187	Valid

Source: SPSS data processing results, 2026.

Based on Tables 3 through 4, all statement items across the three research variables have r-count values greater than the r-table value, so all instrument items are declared valid and suitable for use as a research measurement tool.

4.2 Instrument Reliability Test

Reliability testing was carried out by examining the Cronbach's Alpha value, with the criterion that an instrument is declared reliable if the alpha value is greater than 0.60.

Table 4. Reliability Test Results

Variable	Cronbach's Alpha	N of Items	Description
Organizational Commitment (X1)	0.942	10	Reliable
Organizational Culture (X2)	0.926	10	Reliable
Employee Performance (Y)	0.904	10	Reliable

Source: SPSS data processing results, 2026.

Table 4 shows that all research variables have Cronbach's Alpha values above 0.60, and in fact fall into the very good category (>0.80), so the research instrument is declared reliable and consistent for repeated measurement.

4.3 Descriptive Statistics

Table 5. Descriptive Statistics of Research Variables

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Organizational Commitment (X1)	110	17	50	35.71	7.95
Organizational Culture (X2)	110	19	50	35.46	7.06
Employee Performance (Y)	110	17	48	31.41	6.19

Source: SPSS data processing results, 2026.

4.4 Classical Assumption Tests

a. Normality Test

The normality test used the One-Sample Kolmogorov-Smirnov Test on the residual values of the regression model. The test results obtained a KS statistic of 0.062 with a significance value (Asymp. Sig. 2-tailed) of 0.7633. Since the significance value > 0.05 , it can be concluded that the residual data are normally distributed, so the regression model satisfies the normality assumption.

b. Multicollinearity Test

Table 6. Multicollinearity Test Results

Variable	Tolerance	VIF	Description
Organizational Commitment (X1)	0.680	1.471	Free of Multicollinearity
Organizational Culture (X2)	0.680	1.471	Free of Multicollinearity

Source: SPSS data processing results, 2026.

Based on Table 6, the Tolerance values of both independent variables are above 0.10 and the VIF values are below 10, so it can be concluded that there is no multicollinearity between the Organizational Commitment and Organizational Culture variables in the regression model.

c. Heteroscedasticity Test

Table 7. Heteroscedasticity Test Results (Glejser Test)

Model	B	t	Sig.
(Constant)	3.962	2.544	0.012
Organizational Commitment (X1)	0.021	0.496	0.621
Organizational Culture (X2)	-0.031	-0.630	0.530

Source: SPSS data processing results, 2026.

The Glejser test results in Table 7 show that the significance values of both independent variables against the absolute residual values are all greater than 0.05, so it can be concluded that the regression model does not exhibit heteroscedasticity (i.e., it is homoscedastic).

4.5 Multiple Linear Regression Analysis

Table 8. Multiple Linear Regression Analysis Results

Model	B	Std. Error	Beta	t	Sig.
(Constant)	10.264	2.492	-	4.119	0.000
Organizational Commitment (X1)	0.369	0.069	0.474	5.339	0.000
Organizational Culture (X2)	0.224	0.078	0.256	2.881	0.005

Source: SPSS data processing results, 2026. Dependent Variable: Employee Performance (Y)

Based on Table 8, the following multiple linear regression equation is obtained:

$$Y = 10.264 + 0.369 X1 + 0.224 X2 + e$$

The constant value of 10.264 indicates that if organizational commitment and organizational culture are held constant at zero, employee performance would be at a value of 10.264. The regression coefficient of X1, at 0.369, indicates that each one-unit increase in organizational commitment will increase employee performance by 0.369 units, assuming other variables remain constant. The regression coefficient of X2, at 0.224, indicates that each one-unit increase in organizational culture will increase employee performance by 0.224 units, assuming other variables remain constant. The standardized Beta coefficients indicate that organizational commitment (Beta = 0.474) contributes relatively more to employee performance than organizational culture (Beta = 0.256).

4.6 Hypothesis Testing

a. t-Test (Partial Test)

Based on Table 8, the Organizational Commitment (X1) variable obtained a t-count value of 5.339 with a significance of 0.000. Since t-count (5.339) > t-table (1.982) and the significance value < 0.05, H1 is accepted, meaning that organizational commitment has a positive and significant partial effect on employee performance.

The Organizational Culture (X2) variable obtained a t-count value of 2.881 with a significance of 0.005. Since t-count (2.881) > t-table (1.982) and the significance value < 0.05, H2 is accepted, meaning that organizational culture has a positive and significant partial effect on employee performance.

b. F-Test (Simultaneous Test)

Table 9. F-Test (ANOVA) Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1786.44	2	893.22	39.887	0.000
Residual	2396.15	107	22.39		
Total	4182.59	109			

Source: SPSS data processing results, 2026.

Based on Table 9, an F-count value of 39.887 was obtained with a significance of 0.000. Since F-count (39.887) > F-table (3.081) and the significance value < 0.05, H3 is accepted, meaning that organizational commitment and organizational culture simultaneously have a positive and significant effect on employee performance.

c. Coefficient of Determination (R²)

Table 10. Coefficient of Determination Results (Model Summary)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.654	0.427	0.416	4.732

Source: SPSS data processing results, 2026.

Table 10 shows an Adjusted R Square value of 0.416, meaning that organizational commitment and organizational culture together are able to explain 41.6% of the variance in employee performance, while the remaining 58.4% is explained by other factors outside this research model, such as compensation, leadership, work motivation, and work environment.

Discussion

The results of this study show that organizational commitment has a positive and significant effect on employee performance at the Regional Office of the Directorate General of Corrections of North Sumatra. This finding indicates that the higher the emotional attachment, pride, and willingness of employees to exert extra effort for the organization, the better their resulting performance. This is consistent with the nature of work in the corrections field, which demands a high level of dedication, given the relatively high risks and work pressures faced by employees, making organizational commitment an important factor that drives employees to remain with the organization and work optimally.

Furthermore, organizational culture was also shown to have a positive and significant effect on employee performance. A work culture that emphasizes discipline, togetherness, clarity of procedures, and outcome orientation can shape consistent and directed work behavior patterns, thereby encouraging employees to work in accordance with the standards set by the organization. However, the Beta coefficient values show that the influence of organizational commitment is relatively more dominant than that of organizational culture, indicating that the internal factor of employees' psychological attachment contributes more to performance improvement than the organization's work culture factor.

Simultaneously, both independent variables were shown to have a significant effect on employee performance with a fairly substantial contribution. This condition confirms that efforts to improve employee performance in correctional institutions cannot be carried out partially, but rather require a comprehensive strategy that simultaneously strengthens organizational commitment and builds a healthy, supportive work culture.

Conclusion

1. Organizational commitment has a positive and significant effect on employee performance at the Regional Office of the Directorate General of Corrections of North Sumatra.
2. Organizational culture has a positive and significant effect on employee performance at the Regional Office of the Directorate General of Corrections of North Sumatra.
3. Organizational commitment and organizational culture simultaneously have a positive and significant effect on employee performance, with a contribution (Adjusted R Square) of 41.6%, while the remainder is influenced by other factors outside this research model.

Recommendations

1. Organizational leaders are advised to continue strengthening employees' affective commitment through recognition programs, career development, and reinforcement of a sense of belonging to the organization.
2. The organization needs to build and maintain a consistent, supportive, open, and results-oriented work culture through the ongoing socialization of organizational values.

3. Future research is recommended to include additional variables such as leadership, compensation, or work motivation in order to obtain a more comprehensive picture of the factors that influence employee performance.

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