

The Influence of the Work Environment and Commitment to Organizational Culture and its Implications on the Performance of Civil Servants

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Abstract

The most important resource of an organization is human resources, so employees are the key determinant of organizational success. Performance is the result of work achieved by an employee in carrying out tasks according to responsibilities. The performance of employees at the Directorate General of Pothan Kemhan is still considered not optimal, it can be seen from the quality of work that has not been in accordance with the expectations of the leadership. The purpose of this study is to prove the influence of the work environment, commitment and organizational culture on employee performance. The research method is a survey method to 141 employees as a representative sample which is calculated based on the Slovin formula, by distributing questionnaires that are answered with a Likert scale model statement. The analysis technique is path analysis with the help of lisrel software. The results of the analysis can be concluded that the work environment and commitment have a positive and significant effect on organizational culture and also on employee performance. Suggestions are to create a comfortable work environment, increase employee commitment by instilling an attitude of loyalty to the organization, trust in the organization and view that the success of the organization is a success for itself and instill an organizational culture that is good values and beliefs in employees.

Keywords

work environment;
commitment; organizational
culture; performance



I. Introduction

An organization must be able to make changes towards improvement, where the company must be able to adapt to changes in globalization. Thus the company can face competition both at national and international levels. This is where the organization is required to continuously make improvements and optimize the facilities and especially the human resources in the organization in order to achieve high effectiveness and efficiency. Human resources are humans who have the energy, ability, creativity and business to give to the organization, as a result human resources are an important asset for an organization. Assessment of whether an organization is said to be successful, if the organization can achieve its goals. Employee performance is a determinant of the

success of an organization. An employee who has been able to achieve work output from his duties and responsibilities is a performance. Many elements are known to transmit employee performance, including: ability, work environment, commitment, organizational culture, motivation, leadership, organizational support, discipline and so on.

Social, physical and psychological life in organizations that can make suggestions for employees, both individuals and groups in carrying out their duties, is the work environment,

so that the work environment is an important issue and affects employees in doing their work. Anoraga (2011, p. 54) argues that "A good or pleasant work environment will have a good impact on all parties, both workers, leaders and their work." Sarwoto (2010, p. 131) stated that: "A good work atmosphere is produced especially in well-structured organizations, organizations that are not well-structured often lead to a bad working atmosphere as well"

Organizational commitment is an employee's attitude towards the organization in the form of loyalty and the achievement of the vision, mission and goals of the organization. Having a strong belief in and acceptance for the goals and values of the organization, always ready to advance the organization and always having a strong desire to exist as a member of the organization at all times, then that person can be considered to have a commitment. Winardi's opinion (2013, p. 713), "if the commitment of followers to the organization is high, they will carry out their duties optimally and produce high performance". If this performance affects the performance of the organization, then the other members will carry out their duties optimally so that they can form high performance. Organizational culture embodies norms and values that can guide members in the organization, which aims to form togetherness among members of the organization to function as an identity or characteristic, strengthen the social system, build commitment of all members so that the organization can overcome external and internal conflicts. Tampubolon (2012, p. 215), puts the view that "organizational culture is an inseparable part of the internal environment of the organization because the cultural diversity in the organization uses as much as the number of individuals in the organization".

The Directorate General of Defense Potential of the Ministry of Defense of the Republic of Indonesia (Ditjen Potan Kemhan RI) is one of the implementers of the defense function which has the task of managing the management of national resources to be transformed into the strength of the defense members and components of the nation's strength. Activities to succeed in achieving the task of organizing national resource management so that they can be transformed as a component of defense and an element of national strength, the Directorate General of Potan Kemhan needs to have high-quality personnel. Have adequate capabilities, so that their performance can support success in achieving the goals of the Directorate General of Potan Kemhan.

Observations on a number of civil servants at the Directorate General of Potan Kemhan recently revealed that the performance of civil servants has not been achieved optimally and has not been in sync with what the leadership needs. There are still civil servants who are in the task of completing their work not according to the agreed target time. To complete the work, they are forced to work overtime which means a waste of money and time. There are some civil servants who are late for work and there are also civil servants who leave work before the end of working hours.

There are many standards for measuring performance, one of which is the budget and expenditure plan. In recent years, budget and expenditure absorption has decreased, not in line with the set targets. The budget and expenditure targets cannot be met, it will affect the performance decline which is based on the report on the absorption of the budget and expenditure of the Directorate General of Defense Potential of the Ministry of Defense in 2017-2019, showing a visible decrease based on 2017 as much as 94%, in 2018 by 93.75% and in 2019 of 90.63%. One of the causes of the decline in employee performance is partly due to the work environment is still not conducive. The relationship between employees looks less harmonious, and less cohesive in carrying out their work. Lack of collaboration between employees. Lack of attention according to the leadership in carrying out daily work, as a result there are civil servants who work lazily.

The cleanliness of the work environment is still not satisfactory, there is still garbage and cigarette butts that are thrown out of place. Not all civil servants are aware that a conducive work environment can increase performance. Delaying work, doing tasks at will as a result cannot be completed according to schedule, doing work outside the service at the expense of basic work and deciding to move to other agencies also occur which indicate that the commitment of PNS of the Directorate General of Pothan Kemhan to the organization where they work is still low. The cleanliness of the work environment is still not satisfactory, there is still garbage and cigarette butts that are thrown out of place. Not all civil servants are aware that a conducive work environment can increase performance. Delaying work, doing tasks at will as a result cannot be completed according to schedule, doing work outside the service at the expense of basic work and deciding to move to other agencies also occur which indicate that the commitment of PNS of the Directorate General of Pothan Kemhan to the organization where they work is still low. The cleanliness of the work environment is still not satisfactory, there is still garbage and cigarette butts that are thrown out of place.

In general, the performance of PNS at the Directorate General of Pothan Kemhan is still not optimal. From internal factors and external factors, employee performance can be seen whether it is optimal or not. Internal factors such as low quality of work, arriving late, leaving work prematurely, not coming to work, leaving work hours, working casually, not being responsive to problems, low initiative, unsatisfactory personnel capabilities and poor communication. External factors such as high life demands, lack of supervision, low enforcement of discipline, low opportunities to get promotions and job challenges that are still lacking and lack of clarity of job image, lack of detailed job descriptions at lower levels and not optimal administrative and organizational functions.

The purpose of conducting this research, the authors expect to know and prove the influence between:

1. Work environment on the organizational culture of civil servants at the Directorate General of Pothan Kemhan.
2. Commitment to the organizational culture of civil servants at the Directorate General of Pothan Kemhan.
3. The work environment on the performance of civil servants at the Directorate General of Pothan Kemhan.
4. Commitment to the performance of PNS at the Directorate General of Pothan Kemhan.
5. Organizational culture on the performance of PNS at the Directorate General of Pothan Kemhan.

II. Review of Literatures

2.1 Work Environment

Edward (2020) state that work environment is a place where employees carry out their duties. Quality service depends on employees in providing services and employee effectiveness is highly dependent on the conditions of the work environment (Kurnaedi, 2020). The work environment explains the daily location of members of the organization in carrying out their work activities A good work environment is the dream of every employee. If the work environment is good, employees are more comfortable and feel at home in carrying out their work. Employees will also feel excited and filled with ideas if they work in a good and supportive workplace environment, as a result, employees are ensured that they can work optimally. Management is the main determinant of whether employees feel comfortable working in one company or not. In addition to good management, supportive relationships between employees are the criteria for whether a work environment is good or not. At least, The work environment looks good if it can accommodate good communication

and social relations between employees. Ideally, an adequate work environment is an environment that can keep it clean every day. There is no trash, no dust, and no insects around the workplace. If the environment around the workplace is dirty and messy, it will not be good for productivity and health because it can cause disease.

Nitisemito (2012, p.183) made one opinion about the work environment is: "The work environment is everything that is around the workers that can affect him in carrying out the tasks assigned". According to Sedarmayati (2011, p. 11) states one definition of the work environment: "The work environment is the entire tooling and materials encountered, the surrounding environment in which a person works, his work methods, and work arrangements both as individuals and as a group". Meanwhile, Sihombing (2014, p. 4) argues that: "the work environment is factors outside of human beings, both physical and non-physical within an organization. These physical factors include work equipment, temperature in the workplace, congestion and density, noise, and work space area. While non-physical includes work interactions that have been formed in the agency, namely between superiors and subordinates and between fellow employees. As'ad (2012, p. 32) argues "Environment is every aspect of physical and social culture that influences individual behavior. Work is a human activity, both physical and mental, which is based on innate and has the goal of getting satisfaction.

2.2 Organizational Commitment

The success of a leader in influencing the members of the organization is the number of members of the organization who are committed to the organization. Winardi stated (2013, p. 713) that, "if the commitment of the group of followers to their organization is high, they will carry out their duties optimally and produce high performance". Organizational commitment is a sense of involvement or psychologically and physically bound to the organization where a person works or where the person is a member. Psychological linkages are employees will feel happy and proud to work for as part of the organization. There are three major pillars of commitment (Nasution, 2006), namely "(1) a sense of belonging to the organization (a sense of belonging to the organization), (2) there is an interest or enthusiasm for work (a sense of excitement in the job), (3) there is a sense of belonging to the organization (ownership)". Where this sense of belonging can blossom if they feel really present as an important element of the organization. All members will identify themselves in the organization, consciously stating that they are part of the organization.

2.3 Organizational Culture

The opinion expressed by Suwarta (2013, p. 1), gives "the notion of culture comes from the Sanskrit word 'budhayah', which is the word form of "mind" or reason. Some people interpret culture / culture in a narrow sense, are thoughts, works, and human creations that fulfill their desire for beauty by being limited to art. In addition, another meaning of culture / culture is as a whole social being that is used to understand the environment and its experiences and become a guide for its behavior. Furthermore, Suwarta and Koeshartono (2013, p. 1), provide several cultural boundaries, namely: "(1) Traditional ideas, hereditary, are embedded in values. (2) Habits such as belief, knowledge, art, morals and customs. (3) Explicit and implicit patterns of group behavior".

From these three limitations, cultural characteristics can be identified, namely:

- a. Studying, required on study, observation, experience
- b. Sharing: groups, families, communities
- c. Transgeneration: cumulative and based on generation to generation
- d. Perception of influence: kondite
- e. Adaptation, changing capacity or adaptation

The real information, the company or organization is a number of people use, personalities, emotions, and egos are diverse. When added together, the results and the relationships of the various people make up the Organization of Culture. In this case Organizational Culture can be defined as a unity of people who have the same goals, beliefs (beliefs) and values. In this case, Suwarta puts the boundaries of organizational culture, namely:

- a. A system of perceptual meanings held by members of the organization.
- b. A number of crucial understandings such as norms, values, attitudes and beliefs shared by members of the organization
- c. The basic assumption patterns of group formation, findings or development that work quite well in overcoming cases as a result need to be taught to new members.
- d. Effective mental programming.
- e. View of life on organization
- f. Relates to shared meaning, values, behaviors and beliefs, habits and expectations with the organization as a whole.

III. Research Methods

The approach used for this research is a quantitative style of explanatory research, namely research by explaining and indicating the effects of two different variables, namely the independent variable and the dependent variable being studied. On the other hand, to test the proposed hypothesis, namely the work environment variable, competence on organizational culture variables and employee performance. Where the survey output will be processed and analyzed using path analysis. This research was conducted using real data without any special treatment for exclusive data. The variable to be tested is the effect of one variable on another variable. The study was conducted at the Directorate General of Pothan, Ministry of Defense of the Republic of Indonesia.

Primary data in the form of a questionnaire will be obtained through distribution to civil servants of the Directorate General of Defense Potential of the Ministry of Defense of the Republic of Indonesia, statements from these respondents will be weighted by being given a value of 1 to 5 which is arranged based on an example of a Likert scale ranging from strongly disagree to strongly agree, prepared to measure behavior, and the perception of a person or many people about social phenomena.

Opinions of respondents from the answers to the questionnaire are made in the form of statements that can measure the instruments of employee performance, work environment, employee commitment and organizational culture.

The population is employees at the Directorate General of Pothan, Ministry of Defense of the Republic of Indonesia, the number is 216 people. The number of samples was calculated using the Slovin formula with an error of 5%, as a result, 141 people were selected as samples. To process and analyze the data using the software (software), namely lisrel through the following techniques:

- a. Test Requirements analysis
- b. Hypothesis testing

The research model formed can be described as follows:

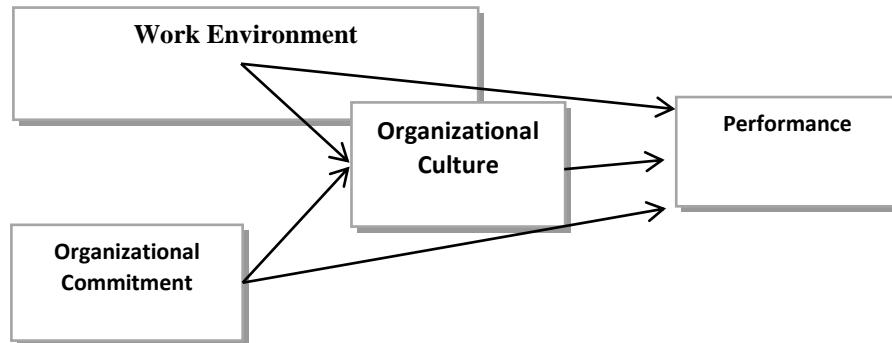


Figure 1. Research Model

According to the research model, the hypothetical formulations that will be tested are:

- It is suspected that the work environment has an effect on organizational culture.
- It is suspected that organizational commitment to influence organizational culture.
- It is suspected that the work environment has an effect on performance.
- It is suspected that organizational commitment has an effect on performance.
- It is suspected that organizational culture has an effect on performance.

IV. Discussion

4.1 Results

a. Test Requirements Analysis

The conditions that are met before this data can be processed or not are the goodness of fit test. Chi-Square and P values are indicators that can be used to test the fit of the model. Terms of a model is said to be fit, if the probability value of chi-square < 0.05 . The results of the analysis are:

Table 1. Evaluation of Goodness Of Fit

Goodness-of-Fit Statistics	
Degrees of Freedom for (C1)-(C2)	0
Maximum Likelihood Ratio Chi-Square (C1)	0.00 (P = 10000)
Browne's (1984) ADF Chi-Square (C2 NT)	0.0 (P = 1,0000)

Source: LISREL 9.20 Processing Results

From the result value *Goodness of Fit* above, it can be seen that the fit model has a perfect value, namely the degree of freedom value 0 and the p value at Chi-Square = 0. This means that the model fit test is good, the data is ready to be analyzed.

b. Analysis Results

Structural Equations

The interpretation of the structural equation looks like this:

Table 2. Structural Equations

Structural Equations				
$Y = 0.390 \cdot X3 + 0.176 \cdot X1 + 0.356 \cdot X2$, Errorvar.= 8032 , $R^2 = 0.748$				
Standerr	(0.0528)	(0.0540)	(0.0535)	(1.073)
Z-values	7,384	3,252	6,650	7,483
P-values	0.000	0.001	0.000	0.000

Source: LISREL 9.20 Processing Results

For the first equation, namely organizational culture as an endogenous variable, the structural equations are:

$$X3 = 0.391 \cdot X1 + 0.256 \cdot X2, 1 = 25,746$$

X3 = organizational culture

X1 = work environment

X2 = commitment

The path coefficient value of 0.391 means that each increase in the value of the work environment variable (X1) will increase the organizational culture (X3) as much as 0.391 times. The path coefficient value of 0.256 states that each increase in the value of the commitment variable (X2) will increase the organizational culture (X3) by 0.256 times.

For the second equation, namely performance as an endogenous variable, the structural equation can be seen below:

$$Y = 0.176 \cdot X1 + 0.356 \cdot X2 + 0.390 \cdot X3, 2 = 8032$$

Y = performance

X1 = work environment

X2 = commitment

X3 = organizational culture

The path coefficient value of 0.176 means that each increase in the value of the work environment variable (X1) will increase performance (Y value) by 0.176 times. The path coefficient value of 0.356 means that each increase in the value of the commitment variable (X2) will increase performance (Y value) by 0.356 times and the path coefficient value of 0.390 means that every increase in the value of the organizational culture variable (X3) will increase performance (value Y) as much as 0.390 times.

The results of the path analysis using the Lisrel program can be seen from the image below:

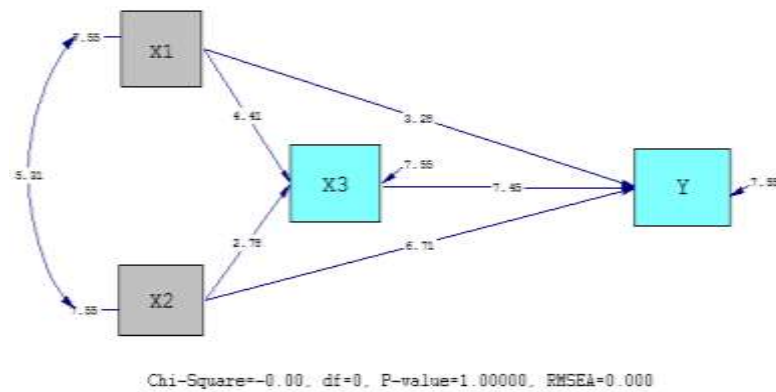


Figure 2. Estimated Coefficient

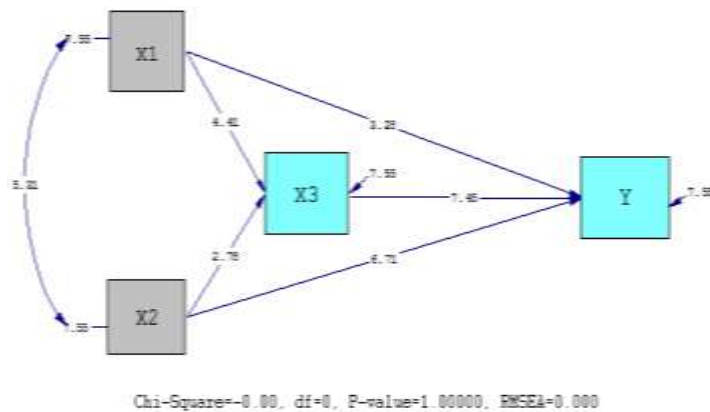


Figure 3. Structural Model t-test

c. Hypothesis Testing

The Work Environment Affects the Organizational Culture of Civil Servants at the Directorate General of Pothan Kemhan

Hypothesis 1:

Ho: $\beta_{x3x1} = 0$: work environment has no effect on organizational culture

H1: $\beta_{x3x1} > 0$: work environment affects organizational culture

4.2 Discussion

a. The Work Environment has a Direct Effect on the Organizational Culture of PNS at the Directorate General of Pothan Kemhan

The results obtained according to the statement of testing the direct impact of the work environment on organizational culture confirmed by the standard value is 0.41 and t count is 4.41, or the increase and decrease in organizational culture can be described by the work environment as much as 16.81% ($0.412 \times 100\%$), meanwhile 83.19% ($100\% - 16.81\%$) is influenced by other factors. Thus, the better the work environment, the higher the organizational culture will be.

The results of this study are in accordance with the research of Sunarno and Lieliana (2013) and Putra (2015) where the result is that there is a positive effect between the work environment and organizational culture.

Observations on a number of civil servants at the Directorate General of Pothan Kemhan recently showed that the performance of civil servants had not been able to achieve the optimal target and had not been in sync with what was expected by the leadership. One of the causes of the decline in employee performance is partly due to the work environment is still not conducive. The relationship between employees looks less harmonious, and less cohesive in carrying out their work. Lack of collaboration between employees. Lack of attention from the leadership in carrying out daily work, so there are civil servants who work lazily. The cleanliness of the work environment is still not satisfactory, there is still garbage and cigarette butts that are thrown out of place. Not all civil servants are aware that a safe work environment can increase performance.

One of the efforts that the Directorate General of Pothan Kemhan can do in improving the work environment is to pay attention to supporting factors, whether it is in the physical or psychological work environment. The physical environment is part of the elements that must be utilized by the organization to create a sense of comfort, peace and can promote good work results, performance increases. Working conditions which include all work equipment used, air circulation, adequate lighting and a comfortable layout for employees to carry out their work is a physical work environment.

Apart from the physical environment, the psychological environment also supports employees to work more optimally. The psychological environment includes employee needs, employee roles and attitudes and work relations. The leadership of the Directorate General of Pothan Kemhan needs to create a comfortable psychological work environment and working conditions that can enhance family relationships to achieve organizational goals together, encourage employee initiative and creativity as well as the availability of a conducive environment so that every employee will love his job and work optimally at the same time ultimately improve its performance.

Based on the analysis and discussion, the first hypothesis based on this research is proven, namely, the work environment has an influence on organizational culture.

b. Commitment Affects the Organizational Culture of Civil Servants Ditjen Pothan Kemhan

With the help of lisrel software, it resulted that testing the direct influence between commitment to organizational culture when confirmed to the standard coefficient value was 0.26 and t count was 2.78, or the increase and decrease of organizational culture seemed to contribute to commitment of 6.76. % (0.262 x 100%), while the other 93.24% (100% – 6.76%) were influenced by other factors. Evidently, the better the commitment causes the organizational culture to increase.

The results of the study were in accordance with Sunarno and Lieliana (2013), Putra (2015), and Handoko, Setiawan, Surachman, Djumahir (2014) who said that there was a positive influence between commitments to organizational culture.

Organizational commitment is the behavior or condition of a person because of his involvement in the organization which is indicated by loyalty and the achievement of the vision, mission and goals of the organization. Accepting behavior, having a strong belief in the values and goals of the organization to maintain membership in the organization to achieve the goals of the organization is organizational commitment. Robbins (2009, p. 721) says that, "Organizational culture is a system of shared meanings held by members that distinguishes the organization from other organizations". According to Tampubolon (2012, p. 178), "organizational culture is a collection of general perceptions of all employees as members of the organization. In general, in an organization that becomes the determining culture that gives the main value (core value) is the dominant culture of the entire culture of

employees, which is absorbed from the majority of members of the organization. The organization accepts the main value which is all the values that are considered the best. These values describe a behavior within the organization, this can describe the general culture that has been accepted by the organization. This aspect of culture can be developed into a larger organizational culture, which can be a portrait of organizational members about the situations and experiences they face.

From observations in the field, the authors see that there are still some employees who delay work, do assignments at will so that they cannot be completed according to schedule, do work outside the service at the expense of basic work and choose to move to other agencies which also indicates that the commitment of PNS of the Directorate General of Pothan Kemhan the organization where they work is still low.

Efforts that can be made to increase the commitment of civil servants at the Directorate General of Pothan Kemhan are to provide enthusiasm and motivation to employees, as a result the commitments possessed by employees include loyalty to the organization, trust in the organization and view that organizational success is that their success can increase. There are many ways to increase commitment, including by instilling a loyal attitude, a sense of belonging, obedience and obedience to the organization, involving employees, establishing good interpersonal communication, and claiming justice in the organization.

The analysis and discussion proves that commitment has an effect on organizational culture.

c. The Work Environment Affects the Performance of Civil Servants at the Directorate General of Pothan Kemhan

The test results by confirming the standard value of 0.20 and t count 3.28 is a statement of the direct influence of the work environment on performance, meaning that the work environment is able to predict a decrease in performance by 4% ($0.202 \times 100\%$), the remaining 96% is influenced by other factors. It can be seen that if the work environment improves, the performance will be high.

Research conducted by Sunarno and Lieliana (2013) and Putra (2015), are in line with this study because they can provide evidence that the work environment has a significant effect on employee performance.

The work environment is identical to that seen around the members of the organization who support their work in the office. The leader is someone who can create good and bad working conditions. In an effort to improve employee performance, one factor that is quite important to consider is the environment or conditions in which employees do their work. It is natural that management prepares the work environment of its employees in good terms so that employees can feel comfortable and can work for high productivity.

It is proven that the work environment affects the members of the organization directly or indirectly in carrying out their activities. It is clear that employee performance will increase if the environment in which they work is more conducive. It is said to be a good work environment if the work environment is in accordance with the demands and needs of employees to complete their work.

Employees will certainly feel at home working because of a good work environment, it is hoped that enthusiasm and enthusiasm will arise so that all work that is done in order to achieve organizational goals can be achieved. On the other hand, if the work environment is not adequate to support employees in carrying out their work, it is possible to disrupt the concentration of employees so that it causes errors in doing work and it is certain that employee performance will decrease. The above analysis answers and proves the hypothesis that the work environment affects employee performance.

d. Commitment Affects the Performance of Civil Servants of the Directorate General of Pothan Kemhan.

The effect of commitment on performance is obtained by using the standard coefficient value of 0.40 and t count of 6.71 in other words commitment has a direct effect on performance. The ups and downs in performance were explained by the commitment of 16% ($0.402 \times 100\%$), while the remaining 84% ($100\% - 16\%$) was caused by other factors.

The results of this study successfully support research by Sunarno and Lieliana (2013), Putra (2015), and Handoko, Setiawan, Surachman, Djumahir (2014). It is confirmed that organizational commitment has a positive and significant impact on performance.

Commitment to work is a view of the situation of an organization, it can also be said to be the development of organizational commitment theory. Where work commitment, if we look at situations like this, will be the same as organizational commitment, namely providing a very complex understanding of one's attachment to using his job or with his organization. Organizational commitment is an important condition of an employee, the results of which can be used to assess whether employees stay with a member of the organization or company. Commitment is self-evident where an employee is firmly involved in the organization. Employees feel part of the organization, have a feeling of pride, there is a sense of concern for being part of the organization,

An employee who has a great responsibility for his work, means that the employee has a high commitment. Where they must be able to provide optimal performance, so that they can make the highest contribution to the organization. With a high commitment, an employee will make himself attached to the organization as an inseparable part, and also take responsibility for the development of the organization. If the employee has a high commitment, of course he will always try to improve his performance by reason of the advancement of the organization. On the other hand, if employees have low commitment, it will certainly have an impact on decreasing their performance. This opinion supports the hypothesis which states that commitment has a proven effect on employee performance.

e. Organizational Culture Affects the Performance of Civil Servants of the Directorate General of Pothan Kemhan

The results of testing the direct effect of organizational culture on performance have a standard coefficient value of 0.43 and t count of 7.45 so that organizational culture has a direct effect on performance. The rise and fall of performance is explained by organizational culture of 18.49% ($0.432 \times 100\%$), then the remaining 81.51% ($100\% - 18.49\%$) is influenced by other things.

The test results are in accordance with those conducted by Sunarno and Lieliana (2013), Putra (2015), and Handoko, Setiawan, Surachman, Djumahir (2014) and research conducted by Awadh, Alyahya, Saad (2013).

With the norms and values that exist in it, organizational culture can direct the behavior of its members. They will behave according to the prevailing culture at that time, so that they can be accepted in their environment. Because a strong organizational culture will affect the behavior of its members. The overall values of the organization will be the personal characteristics of the organization. The form of daily behavior of organizational members working is their values and beliefs, which will later become individual performance. It is certain that good individual performance will get high organizational performance, which in its implementation will empower human resources to support systems, technology and company strategies.

Employees are treated tend to be humanized and feel valued, making employees feel safe it can be ascertained that these employees will have high performance, is a form of

organizational culture that is reflected in management openness. Organizational culture in a small business, where the number of employees is small, we will clearly see the close relationship between business owners, in this case management using employees, tends to make the existence of an organization clearly visible.

From observations in the field, it can still be seen that employee discipline as a civil servant work culture is starting to slacken. Many civil servants who come to the office just to fill attendance in order to keep getting food money. Going home during working hours or leaving work during working hours is often done by civil servants. Likewise, delaying completing the work that is the task often occurs. Not all civil servants work with full responsibility according to the position they hold and there are a number of civil servants who are the "backbone" doing some work that should not even be their responsibility but because their colleagues cannot complete their duties so that a number of civil servants bear the workload above their responsibility answer properly.

Efforts that can be made to enhance organizational culture use how to instill a strong organizational culture in employees. A strong organizational culture will affect every employee's behavior. Members of the organization who have understood all the values contained in the organization will make these values a characteristic of the organization, so that all members of the organization are encouraged to always be able to adapt to the demands of an ever-changing environment, as a result there will be an increase in competence, build consistency and commitment.

V. Conclusion

So based on the results of the analysis above, some conclusions can be drawn, including:

1. The work environment directly has a positive and significant effect on organizational culture.
2. Commitment directly has a positive and significant effect on organizational culture.
3. The work environment directly has a positive and significant effect on performance.
4. Commitment directly has a positive and significant effect on performance and
5. Organizational culture directly has a positive and significant impact on the performance of PNS at the Directorate General of Pothan Kemhan.

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