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Strategy For Improving Employee Performance And Commitment To The Organization Through Strengthening Organizational Culture And Work Motivation

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Article Info	ABSTRACT
<p>Article history:</p> <p>Received June 10, 2025 Revised July 27, 2025 Accepted July 31, 2025</p> <hr/> <p>Keywords:</p> <p>Commitmen the Organization, Employee Performance, Organizational Culture, Work Motivation</p>	<p>This study aims to identify strategies for improving employee performance and commitment through the role of organizational culture and work motivation in the Traffic Control and Order Section of the Bogor City Transportation Agency. This study uses a quantitative approach with survey methods and path analysis. The probability sampling approach was used with the area sampling technique to choose the sample. The questionnaire was sent to 140 employees. Structural Equation Modeling (SEM), analyzed using SmartPLS version 4. 0 software, is the analytical method employed. The research results show that organizational culture has a positive but insignificant effect on employee performance and employee commitment to the organization, but it has a positive and significant effect through work motivation as a mediating variable. Organizational culture has been proven to influence work motivation, while work motivation can enhance employee performance and commitment to the organization. This means that to improve employee performance and commitment to the organization, it can be achieved by enhancing organizational culture and work motivation both directly and indirectly.</p> <p style="text-align: right;"><i>This is an open access article under the CC BY license</i></p> <div style="text-align: right;">  </div>

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1. INTRODUCTION

The advancement of transportation is closely related to the development of culture, economy, and the well-being of society. Transportation serves as the foundation for economic development, societal progress, and industrial growth. Good transportation improves accessibility to basic services such as education and health, thereby enhancing the quality of life. Good transportation access supports mobility, accelerates distribution, and increases time and cost efficiency.

Bogor City, as a buffer city for DKI Jakarta, faces serious traffic challenges, such as congestion due to vehicle growth, infrastructure development, and unruly driver behavior.

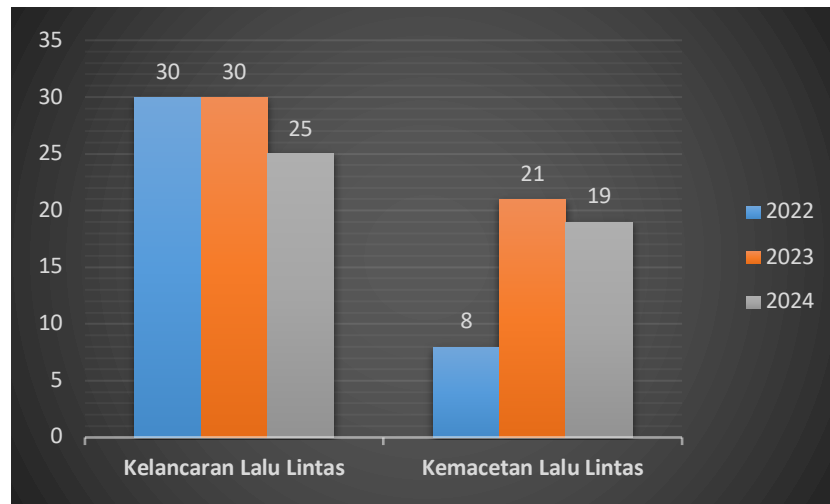


Figure 1. Road Segment Points in the City of Bogor

Source : DISHUB Bogor City, 2024

The table above shows data from the Transportation Agency for the years 2022 - 2024, which records that the total number of traffic congestion points increased from 8 points in 2022 to 21 points in 2023, and slightly decreased to 19 points in 2024. Although it is fluctuating, the overall trend of traffic congestion in Bogor City has increased over the past three years. This indicates the need for strategic and sustainable improvements in traffic services. The Bogor City Transportation Agency is responsible for the regulation, supervision, and law enforcement in the field of traffic, including the management of Human Resources (HR) to support Bogor City's vision as a family-friendly and smart city.

Based on the results of the first pre-survey conducted on employees in the Traffic Control and Order Section of the Bogor City Transportation Agency, it was found that employee performance is still at a suboptimal level, with an average achievement of only 42.3%. Several identified issues include a lack of diligence in carrying out tasks, failure to meet established targets, and low efficiency in resource utilization. Good employee performance has a direct impact on the overall performance of the institution, but efforts to improve it require a continuous process and a considerable amount of time. In addition, the results of the second pre-survey also indicate that the level of employee commitment to the organization is relatively low, with an average achievement of 39.53%. This condition is reflected in the minimal sense of pride in the organization, low loyalty, and lack of motivation to continue contributing actively. In this context, work motivation becomes one of the crucial factors that influence both employee performance and commitment. Without adequate motivation, it is difficult for individuals to demonstrate maximum performance and maintain long-term commitment to the organization.

Every individual who has become part of an organization is required to have a high level of commitment to that entity. A sense of belonging to the organization will foster a moral responsibility to contribute and serve optimally. Commitment to the organization also affects employee performance [15]. Individuals who have joined an organization and feel a sense of belonging to it will exhibit favorable behaviors, such as being willing to give their best for the good of the group and being glad to be a member. This pledge is crucial in fostering employee productivity in support of the organization's goal and objective.

Efforts to improve employee performance are inseparable from the importance of providing work motivation [15]. Motivation is an emotional drive within a person to be able to do something, more than that, to complete something. When someone is motivated to do something, the enthusiasm within them to finish or achieve a goal will encourage the accomplishment of that goal. As a human being, there are

conditions where someone experiences a decline in performance and becomes unproductive, thus hindering them from completing their work [1]. Motivated employees will be more enthusiastic, productive, and have a strong desire to contribute maximally. Work motivation is also closely related to the satisfaction of individual needs, both intrinsic and extrinsic, such as recognition, achievement, work environment, and opportunities for self-development.

According to Wahyudin (2022), it cannot be denied that every organization always strives to improve its employees' performance in order to achieve better goals and is able to motivate all its members to enhance their performance. A strong and positive organizational culture can provide motivation, inspire, and guide employees to achieve the organization's goals effectively [6]. Saputra and Rumangkit (2021) found that there are several variables that influence the level of organizational commitment. Organizational culture is one of the main variables that influence. Organizational culture encompasses the values, norms, beliefs, and practices that characterize an organization. A good culture can create a conducive work environment, enhance a sense of belonging, and encourage work enthusiasm.

2. METHOD

This research uses a quantitative approach with survey methods and path analysis. Data collection was conducted by distributing closed questionnaires to respondents, which contained statements with provided answer choices. The aim is to analyze the influence of organizational culture on employee performance and commitment to the organization through the intervening variable of work motivation.

The research population consists of all operational traffic staff in the Control and Order Section of the Bogor City Transportation Agency, totaling 213 people. The probability sampling approach and area sampling method were used to collect the sample. The sample size was calculated using the Slovin formula with a 5% margin of error, which yielded 140 respondents who were distributed via Google Form..

The data collection technique uses primary sources (questionnaires) and secondary sources (documents or other supporting data). The data analysis techniques used consist of descriptive statistical analysis and Structural Equation Modeling (SEM). Descriptive analysis is used to describe respondent data (mean, standard deviation, histogram) [14], while SEM is a multivariate analysis approach that combines factor analysis and regression analysis [8].

3. RESULTS AND DISCUSSION

3.1. Outer Model Evaluation

This model specifically illustrates the relationship between the latent variable, whether endogenous or exogenous, and the indicator or pengukuran in the variable that exists [8]. The measurement model used in this study is reflective measurement. Here are the results of the measurement model (outer model) using the PLS algorithm :

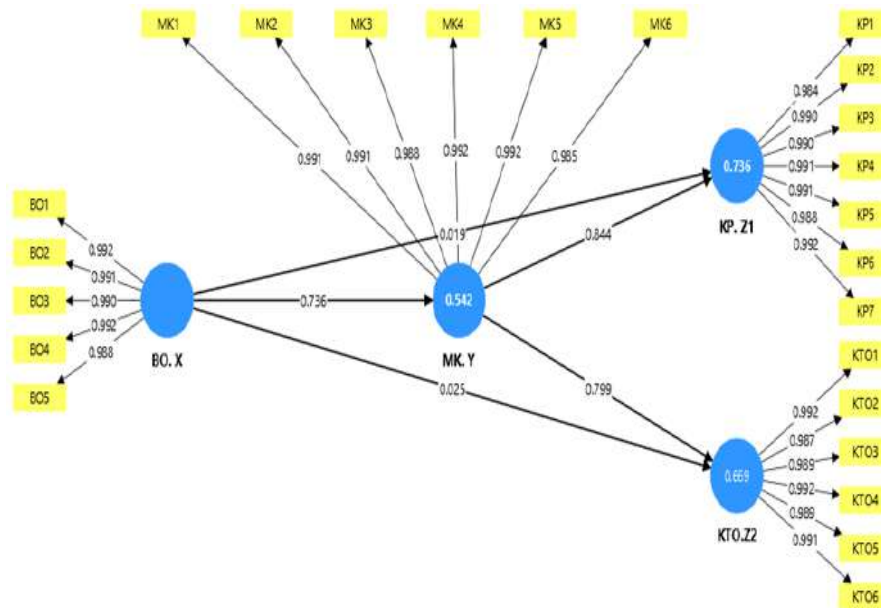


Figure 2. Measurement Model (Outer Model) *P-Values*
 Source: Data is processed by SmartPLS version 4.0, 2025

3.1.1. Construct Reliability dan AVE (Average Variance Extracted)

Construct Reliability measures the internal consistency of indicators within a construct. The value that is often used is Composite Reliability (CR), which is calculated based on the loading factor of its indicators. The average variance extracted (AVE) is used to evaluate convergent validity, which determines the degree to which indicators within a construct actually reflect that construct. A decent CR value is typically higher than 0.70. More than 0.50 is the suggested AVE value.

Table 1. Construct Reliability dan AVE (Average Variance Extracted)

Variable	Cronbach's alpha	Rho_A	Rho_C	Average Variance Extracted (AVE)
Organizational Culture	0.995	0.995	0.996	0.981
Employee Performance	0.996	0.996	0.997	0.979
Commitment to the Organization	0.996	0.996	0.997	0.980
Work Motivation	0.996	0.996	0.997	0.980

Source: Data is processed by SmartPLS version 4.0, 2025

Based on the table above, overall it shows CR values > 0.70 and AVE values > 0.50, meaning that reliability and convergent validity are met. Cronbach's Alpha All constructs have a value of ≥ 0.995. As a result, all indicators may be concluded to have met the criteria for convergent validity and are appropriate for further investigation..

3.1.2. Convergent Validity

Convergent Validity is one of the important aspects in PLS-SEM that ensures the indicators within a construct have a high correlation and truly reflect that construct. The fixed criteria for measuring

convergent validity, according to Hair et al (2021)'s study, are that the loading factor value be greater than 0. 7 and the AVE value be greater than 0. 5.

Table 2. Outer Loadings

Indicator	BO. X	KP. Z1	KTO.Z2	MK. Y
BO1	0.992			
BO2	0.991			
BO3	0.990			
BO4	0.992			
BO5	0.988			
KP1		0.984		
KP2		0.990		
KP3		0.990		
KP4		0.991		
KP5		0.991		
KP6		0.988		
KP7		0.992		
KTO1			0.992	
KTO2			0.987	
KTO3			0.989	
KTO4			0.992	
KTO5			0.989	
KTO6			0.991	
MK1				0.991
MK2				0.991
MK3				0.988
MK4				0.992
MK5				0.992
MK6				0.985

Source: Data is processed by SmartPLS version 4.0, 2025

All indicators in this model meet the criteria for convergent validity, as indicated by outer loading values > 0.70. The loading values for the organizational culture indicator are 0.988 - 0.992, employee performance 0.984–0.992, organizational commitment 0.987 – 0.992, and work motivation 0.985 – 0.992, showing a very strong level of representation. Additionally, all constructs have an Average Variance Extracted (AVE) value above 0.97, far exceeding the threshold of 0.50. This confirms that the

model has very high convergent validity and that the indicators consistently represent the measured constructs.

3.1.3. Discriminant Validity

Discriminant Validity is a method in PLS-SEM used to ensure that different constructs truly have significant differences and do not overlap. The Fornell & Larcker Criterion is the method employed in this study to assess discriminant validity, and the findings are summarized in the table below :

Table 3. Discriminant Validity

Variable	BO. X	KP. Z1	KTO.Z2	MK. Y
Organizational Culture	0.991			
Employee Performance	0.640	0.989		
Commitment to the Organization	0.614	0.802	0.990	
Work Motivation	0.736	0.858	0.818	0.990

Source: Data is processed by SmartPLS version 4.0, 2025

The highest overall outer loading value is found in the organizational culture construct at 0.991, followed by organizational commitment at 0.990, work motivation at 0.990, and employee performance at 0.989. All these values indicate very strong convergent validity, with each construct able to explain $\geq 98\%$ of the variance of its indicators. There are no values below the minimum threshold of 0.50. Meanwhile, the highest correlation between constructs occurs between work motivation and employee performance at 0.858, followed by work motivation with organizational commitment at 0.818, and commitment to the organization with employee performance at 0.802. These findings indicate that Work Motivation is a key construct that has a strong influence on both employee commitment and performance. Practically, this indicates that efforts to enhance work motivation have the potential to significantly impact the improvement of employee performance and loyalty.

3.2. Inner Model Evaluation

The goal of this model's analysis, according to Nurhalizah et al. (2023), is to determine and evaluate the connection between exogenous and endogenous variables in a study that employs the determination coefficient (R²) and predictive relevance (Q²). Next, bootstrapping is a statistical procedure used to perform resampling on the data. In this process, respondents' answers are randomly selected with replacement from the original sample, and this process is repeated multiple times to obtain a more stable estimation distribution. The main objective of bootstrapping is to test the significance of parameters in the model, such as path coefficients, by generating t-statistic and p-value as the basis for decision-making regarding the relationships between variables in the model.

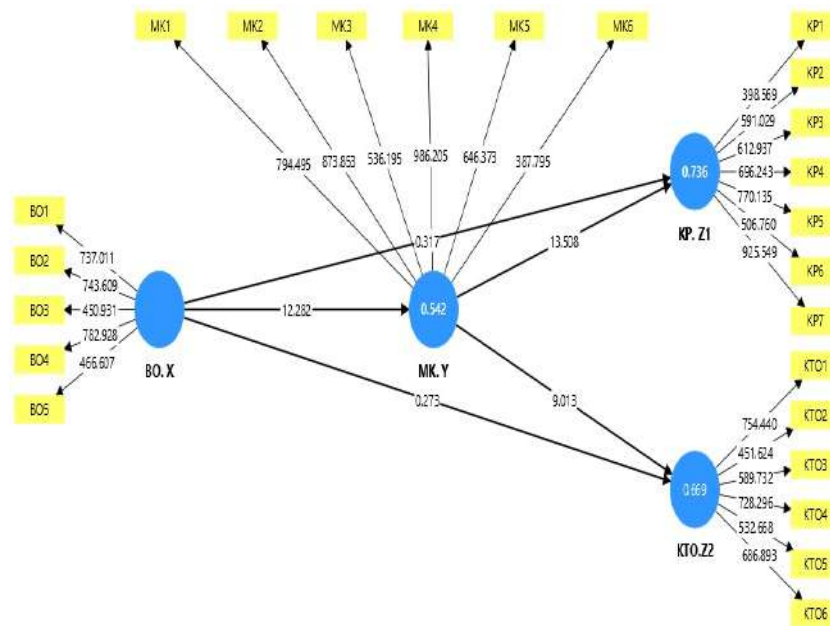


Figure 3. Structural Model T-Values
 Source: Data is processed by SmartPLS version 4.0, 2025

Based on the results above, all paths have met the significance criteria at a 95% CI with a t-statistic value > 1.96. This is also in line with the evaluation through the loading factor, which shows that the indicators significantly represent the latent construct, as displayed in the following table :

Table 4. Boostrapping Result

Variable	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ((O/STDEV))	P values
Organizational Culture -> Work Motivation -> Employee Performance	0.431	0,429	0.063	9.884	0.000
Organizational Culture -> Work Motivation -> Commitment to the Organization	0.409	0,406	0.079	7.455	0.000

Source: Data is processed by SmartPLS version 4.0, 2025

3.2.1. Coefficient of Determination

The value of the coefficient of determination (R^2) indicates how well the independent variable can explain the dependent variable, as presented in the following table :

Table 5. Coefficient Of Determination

Endogenous Variable	(R^2)	Interpretation (R^2)
Employee Performance	0.736	Very Strong
Commitment to the Organization	0.669	Very Strong
Work Motivation	0.542	Very Strong

Source: Data is processed by SmartPLS version 4.0, 2025

The table above shows the value of the coefficient of determination (R^2), indicating how much the independent variable can explain the dependent variable. The research results show that employee

performance can be described by 73.6%, reflecting the model's very good predictive ability. Organizational commitment is explained by 66.9%, indicating a strong theoretical relationship. In the meantime, work motivation has an R2 value of 54.2%, indicating that it is still significantly impacted by other factors, such as the organizational culture.

3.2.2. Predictive Relevance

The Q² value measures the model's ability to generate accurate predictions for the dependent variable..

Table 6. Predictive Relevance

Endogenous Variable	(Q ²)	Interpretation (Q ²)
Employee Performance	0.401	Good predictive relevance
Commitment to the Organization	0.364	Good predictive relevance
Work Motivation	0.535	Good predictive relevance

Source: Data is processed by SmartPLS version 4.0, 2025

The results show that all Q² values are positive, indicating that the model has predictive relevance. The strongest model in predicting Work Motivation (Q² = 0.535), followed by good predictability for Performance and Organizational Commitment. Statistically, the model is very fit in explaining and predicting the three main variables.

3.3. Hypothesis Testing

The results of the hypothesis testing using Calculate Bootstrapping are as follows :

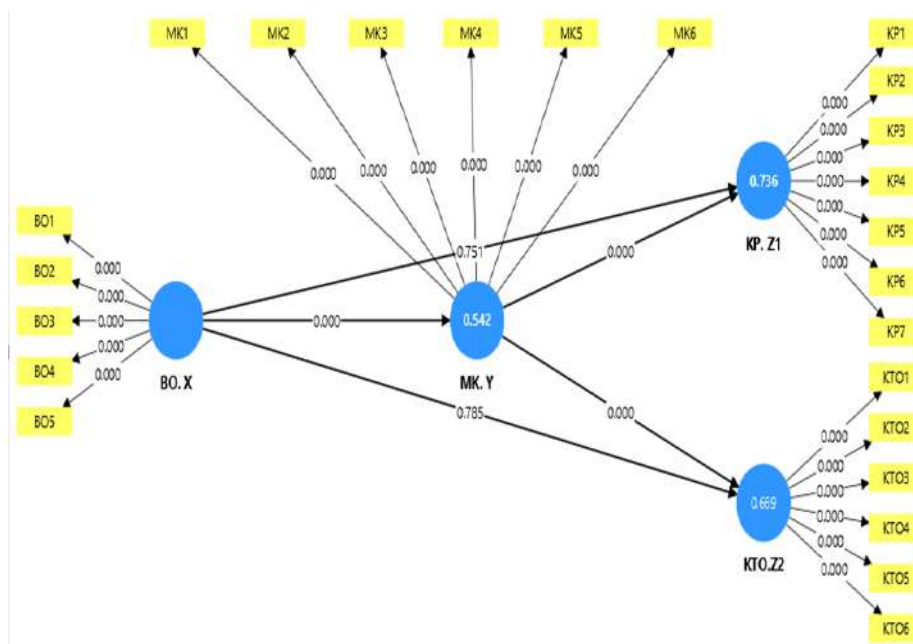


Figure 4. Structural Model P-Values and Path Coefficients

Source: Data is processed by SmartPLS version 4.0, 2025

3.3.1. Path Coefficients

Path coefficients quantify the impact of exogenous latent variables on endogenous latent variables. The t-statistic value or p-value serves as the foundation for evaluating the link between these two variables. In path coefficient analysis, the decision-making guideline is that an exogenous latent

variable is deemed to have an influence on an endogenous latent variable if the t-statistic value exceeds 1.96. The study by Hair et al. (2021) found that there is a notable effect if the p-value is less than 0.05 and the t-statistic is higher than the t-table 1.96 at the 5% level. Alternatively, the direction of the relationship can be deduced by examining the original sample value. The following table summarizes the findings of the path coefficient analysis :

Table 7. Path Coefficients Direct Effect

Relationship Between Variables	Original sample (O)	Mean Sample (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Organizational Culture -> Employee Performance	0.019	0.022	0.059	0.317	0.751
Organizational Culture -> Commitment to the Organization	0.025	0.028	0.092	0.273	0.785
Organizational Culture -> Work Motivation	0.736	0.736	0.060	12.282	0.000
Work Motivation -> Employee Performance	0.844	0.841	0.062	13.508	0.000
Work Motivation -> Commitment to the Organization	0.799	0.795	0.089	9.013	0.000

Source: Data is processed by SmartPLS version 4.0, 2025

The impact of latent variables on endogenous variables may be described as follows, as determined by data processing utilizing Smart PLS Version 4.0, the results of which are shown in Table 9 and Figure 4 :

1. The Influence of Organizational Culture on Employee

The first hypothesis test's results indicate that there is a direct correlation between organizational culture and employee performance, with a coefficient of 0.019, a t-statistic of $0.317 < 1.96$, and a p-value of $0.751 > 0.05$. As a result, the first hypothesis (H1) is rejected. This means that although the influence of Organizational Culture on Employee Performance is positive, it is not statistically significant. This finding indicates that Organizational Culture has not yet made a significant contribution to the improvement of Employee Performance. These findings indicate that Organizational Culture has not yet made a significant contribution to the improvement of Employee Performance. This is in line with Jazilah's (2023) findings, which show that organizational culture does not always have a significant direct impact on employee commitment.

2. The Influence of Organizational Culture on Commitment to the Organization

The results of the second hypothesis analysis show that Organizational Culture has a positive but not significant effect on Organizational Commitment, with a coefficient value of 0.025, a t-statistic of $0.273 < 1.96$, and a p-value of $0.785 > 0.05$. Thus, the second hypothesis (H2) is not accepted. Although the direction of the relationship shows a positive tendency, the influence is not statistically strong enough to be considered significant. Thus, Organizational Culture has not yet been able to exert a significant influence on the increase in Employee Commitment to the Organization. This is in line with the findings of Erdi et al (2021), which state that significant influence only emerges when organizational culture is built through clear dimensions such as competitive and consensus culture. The

results of this study indicate that organizational culture has a positive but insignificant effect on organizational commitment, presumably due to weak cultural internalization and a lack of consistent structural and work system support.

3. The Influence of Organizational Culture on Work Motivation

The third hypothesis test revealed that, with a coefficient value of 0.736, a t-statistic of $12.282 > 1.96$, and a p-value of $0.000 < 0.05$, organizational culture had a positive and substantial impact on work motivation. Consequently, the third hypothesis (H3) is approved. This means that the stronger the organizational culture implemented, the higher the work motivation of the employees, and the influence is statistically significant. Organizational culture plays an important role in shaping employees' intrinsic motivation. Saputri & Kuswanto (2023) found that a strong organizational culture significantly enhances work motivation at RSUP Dr. Soeradji Tirtonegoro Klaten, particularly through the instillation of organizational values.

4. The Influence of Work Motivation on Employee Performance

The findings of the fourth hypothesis test, which included a p-value of $0.000 < 0.05$, a t-statistic of $13.508 > 1.96$, and a coefficient value of 0.844, indicate that work motivation significantly and favorably affects employee performance. The fourth hypothesis (H4) is thus approved. This implies that employees' performance improves more dramatically the more motivated they are at work. The high coefficient value indicates that the influence of motivation on performance is very strong. Work motivation, both intrinsic and extrinsic, is a key factor in improving employee performance. Basalamah et al (2022) found that work motivation explains 84.2% of the variation in employee performance, with a statistically significant influence. These findings are in line with the results of this study, where work motivation has been proven to have a positive and significant impact on the performance of traffic operational employees, particularly in driving productivity and optimal service

5. The Influence of Work Motivation on Commitment to the Organization

The fifth hypothesis test revealed that Work Motivation significantly and favorably influences Organizational Commitment, with a p-value of $0.000 < 0.05$, a t-statistic of $9.013 > 1.96$, and a coefficient value of 0.799. As a result, hypothesis number five (H5) is approved. This means that the higher the employees' work motivation, the higher their commitment to the organization. The high coefficient value indicates that this influence is very strong and statistically significant. These findings align with Jazilah's (2023) research, which found that work motivation plays a significant role in enhancing organizational commitment. In her study, work motivation even became a full mediator between organizational culture and commitment, meaning that commitment will not be strongly formed without internal motivation from employees. A similar conclusion is also shown in the study by Sihombing and Setiawan (2023), where work motivation proved to be the main predictor in the formation of affective, normative, and continuance commitment among employees.

3.3.2. Mediation Analysis

The use of mediation analysis aims to understand the reasons behind the relationship between exogenous and endogenous constructs. After calculations were performed using the bootstrapping method, which yielded path coefficient values, the next step is to examine the specific indirect effects results. The purpose of these findings is to determine if the mediating (intervening) variable has any role in enhancing the impact of the exogenous latent construct on the endogenous latent construct. Details of the specific indirect effects results can be seen in the following table :

Table 8. *Specific Indirect Effect*

Relationship Between Variables	Original sample (O)	Mean Sample (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Organizational Culture -> Work Motivation -> Employee Performance	0.431	0,429	0.063	9.884	0.000
Organizational Culture -> Work Motivation -> Commitment to the Organization	0.409	0,406	0.079	7.455	0.000

Source: Data is processed by SmartPLS version 4.0, 2025

Based on Table 10, which is the result of data analysis using SmartPLS version 4.0 software, it can be explained how the influence of exogenous latent constructs on endogenous latent constructs is mediated by the role of mediating variables. A detailed explanation of the influence is provided as follows :

1. The Influence of Organizational Culture on Employee Performance through Work Motivation

The sixth hypothesis test results, which showed a path coefficient value of 0.621, a t-statistic of $9.884 > 1.96$, and a p-value of $0.000 < 0.05$, indicate that organizational culture has a positive indirect effect on employee performance through work motivation. Consequently, the sixth hypothesis (H6) is approved. This means that Organizational Culture does not directly improve employee performance, but its influence occurs through the enhancement of work motivation first. A good organizational culture with values such as cooperation, innovation, and appreciation for employees can enhance motivation, which ultimately drives a significant improvement in employee performance. Research by Saputri & Kuswanto (2023) shows that organizational culture and work motivation simultaneously have a significant impact on employee performance at RSUP Dr. Soeradji Tirtonegoro, with organizational culture also influencing work motivation. A similar finding was also shown by Zufri et al (2024), who concluded that organizational culture and work ethic indirectly influence performance through motivation as an intermediary variable. They emphasize that work motivation serves as the main channel through which culture influences actual employee performance. Another study by Putri Marsela and Setyaning (2024) also confirms that organizational culture has an indirect effect on employee performance through work motivation. Their research results show that although culture does not always directly impact work output, it can create a work environment that supports increased motivation, which ultimately leads to better performance.

2. The Influence of Organizational Culture on Organizational Commitment through Work Motivation

Based on the results of the seventh hypothesis test, it is known that Organizational Culture has a positive indirect effect on Organizational Commitment through Work Motivation, with a path coefficient value of 0.589, a t-statistic of $7.455 > 1.96$, and a p-value of $0.000 < 0.05$. Thus, the seventh hypothesis (H7) is accepted. This means that Organizational Culture does not directly shape employee commitment, but its influence occurs through the enhancement of work motivation first. When an organization builds a positive work culture—with values such as openness, appreciation, and cooperation. It can enhance work motivation, which ultimately significantly drives employee commitment to the organization. These findings are also in line with Jazilah (2023) research, which shows that organizational culture does not have a direct impact on commitment but becomes significant

when mediated by work motivation. This study concludes that a good organizational culture will create intrinsic motivation within employees, and this internal motivation ultimately forms attachment and loyalty to the organization.

4. CONCLUSION

This research reveals strategies for improving employee performance and commitment in the Traffic Control and Order Section of the Bogor City Transportation Agency. The analysis results show that organizational culture does not have a direct impact on employee performance or commitment, but it significantly affects work motivation. Additionally, research has demonstrated that work motivation has a direct and substantial influence on employee performance and commitment. This indicates that motivated employees have better performance and higher commitment to the organization. Furthermore, there is an indirect influence of organizational culture on performance and commitment through work motivation. This means that organizational culture can enhance performance and commitment if accompanied by an increase in motivation. Overall, work motivation is a crucial element in mediating the impact of organizational culture on employee performance and commitment. Thus, enhancing organizational culture that fosters work motivation is a crucial tactic in enhancing the caliber of traffic services provided in Bogor City.

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