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The Influence or Organizational Culture and Organizational Commitment on Employee Performance with Competence as a Mediation Variable at Regional Office V BKN Jakarta

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Abstract: This study aims to: 1) identify and analyze the influence of organizational culture on employee performance, 2) identify and analyze the influence of organizational commitment on employee performance, 3) identify and analyze the influence of organizational culture on competency, 4) identify and analyze the influence of organizational commitment on competency, 5) identify and analyze the influence of competency on employee performance, 6) identify and analyze the influence of organizational culture on employee performance through competency, and 7) identify and analyze the influence of organizational commitment on employee performance through competency. The study was conducted at the Regional Office V BKN Jakarta with a sample of 82 respondents. The sampling technique used was saturated sampling. The data analysis methods used were descriptive and path analysis. The results of the study indicate that: 1) organizational culture influences employee performance, 2) organizational commitment influences employee performance, 3) organizational culture influences competency, 4) organizational commitment influences competency, 5) competency influences employee performance, 6) organizational culture influences employee performance through competency, and 7) organizational commitment influences employee performance through competency.

Keywords: Organizational Culture, Organizational Commitment, Competency, Employee Performance.

INTRODUCTION

The Regional Office V of the National Civil Service Agency (BKN) in Jakarta is a regional agency of the State Civil Service Agency (BKN), which is under and responsible to the Head of the State Civil Service Agency. It is tasked with carrying out some of the duties and functions of the State Civil Service Agency in the field of fostering and implementing State Civil Service Management within its jurisdiction. The authority remains vested in the government in accordance with statutory provisions, in accordance with State Civil Service Agency Regulation Number 31 of 2020 concerning the Organization and Work Procedures of the Regional Office of the State Civil Service Agency.

Performance is a crucial and compelling aspect because of its proven benefits. An institution expects employees to work diligently according to their abilities to achieve good work results. Without good performance from all employees, success in achieving goals will be difficult. Performance essentially encompasses a mental attitude and behavior that consistently maintains the view that current work must be of higher quality than past work, so that future work will be of higher quality than present. An employee will feel a sense of pride and satisfaction with the achievements they have made based on the work they provide to the organization. Good performance is a desirable state in the workplace. An employee will achieve good work performance if their performance meets standards, both in quality and quantity.

Human resources are a key asset for an organization, serving as planners and active participants in various activities within the organization. Human resources possess thoughts, feelings, desires, status, and educational background, whose mindsets can be brought into an organizational environment. Human resources are not like money, machines, and materials, which are positive and can be fully controlled to support the achievement of organizational goals. Therefore, the success of an organization is supported by the compensation and career development opportunities provided to its members.

According to Sedarmayanti (2014), performance is the result of an employee's work, a management process, or an organization as a whole, where these results must be demonstrated concretely and measurably (compared to predetermined standards). Employee performance variables are measured using five indicators: work quality, work quantity, punctuality, effectiveness, and independence.

The achievement of organizational goals is not solely dependent on technology, but rather on the people who carry out the work. The ability to deliver good work results to meet the overall needs of the organization is a measure of employee performance. According to Mangkunegara (2017), employee performance is the quality and quantity of work achieved by an employee in carrying out their duties in accordance with their assigned responsibilities. Factors that can influence performance include motivation, competence, leadership, and the work environment (Pramudyo, 2010). According to Wahyuni (2013), factors that influence performance include: work motivation, ability, work environment, work discipline, leadership, and personality.

Based on the results of initial observations, there are still performance achievements that have not reached 100%, such as in SS.2. The realization of excellent quality employee guidance and services, which is still 99.77%. In addition, other achievements are SS.4. The realization of the Improvement of the Quality of ASN Data and Information Systems SS.4. The realization of the Improvement of the Quality of ASN Data and Information Systems by 95.94%. Likewise, the performance achievements in SS.5. The Realization of the Improvement of the Digitalization of the Implementation of ASN Management Services, 99.77% and SS.6. The Realization of the Improvement of the Quality of Supervision and Control of the Implementation of ASN Management, and SS.7.

The Realization of Effective, Efficient, and Accountable Internal Management of BKN, which achieved performance of 95% and 98.91%. This indicates that there is still a need for improvement to reach 100%. The less-than-optimal achievement of performance results is indicated by other factors influencing the performance, one of which is the work culture factor. Work culture is a habit repeatedly practiced by employees within an organization. While violations of this habit are not strictly sanctioned, the organization's moral code has been agreed upon as a habit that must be adhered to in carrying out work to achieve goals (Nawawi, 2016). Work culture is a behavior repeatedly carried out by individuals within an organization, becoming a habit in carrying out work. It is a group of basic thoughts or mental programs that can be utilized to improve work efficiency and human cooperation within a community (Mayangsari, 2014).

According to the Decree of the Minister of Administrative and Bureaucratic Reform (Kepmenpan) No. 25/KEP/M.PAN.04/2002, work culture is defined as a high-quality daily work method that is always based on meaningful values, thus motivating and inspiring people to continuously work better and making decisions for the community served. Work culture is a reference point within an organization where a group of people interact (Wibowo, 2017). It can be concluded that work culture is a perspective that fosters confidence based on the values held by employees to achieve their best performance in the organization.

Research on the effectiveness of performance culture in improving employee performance has been conducted by Parinding (2024), whose findings indicate that organizational culture has a positive effect, thus improving employee performance. Similarly, research by Wahab and Soliha (2025) found that organizational culture has a positive contribution to employee performance.

A factor influencing employee performance is organizational commitment. According to Sianipar and Haryani (2014), organizational commitment is the attitude and feelings each individual holds toward their organization. This attitude can be seen in each individual's decision to continue or discontinue membership in the organization, and can contribute wholeheartedly to the advancement of the organization. Organizational commitment is a feeling of belief in the values of an organization, individual involvement in the interests of the organization with full effort, and loyalty to the organization (a desire to remain a permanent member of the organization), which is a statement from an employee to their organization. High organizational commitment from employees will encourage them to be responsible and contribute more energy to support the success and well-being of the organization where they work (Dewi, 2015).

Violations by employees who lack commitment are common in various organizations and government agencies. A number of government employees were caught visiting coffee shops during work hours, including civil servants from various agencies. This also occurred at the BKN Regional Office V in Jakarta. People were running around the BKN Regional Office grounds late for work. They arrived at the office past 8:00 a.m. on the first day of work during Ramadan. This was even though the BKN Regional Office had moved the start time back 30 minutes. This was the case for a stocky civil servant. Without commenting or giving his name, he hurried to the courtyard of the BKN Regional Office V in Jakarta. He had been walking briskly since getting out of the taxi, having only arrived at the BKN Regional Office V in Jakarta at 9:10 a.m.

According to Sudaryono (2017), organizational culture is a set of values agreed upon and adhered to by all members of an organization. It is dynamic and capable of increasing organizational productivity. Organizational culture variables are measured using four indicators: mission, consistency, adaptability, and involvement.

A similar incident occurred with several other civil servants on motorcycles. These late civil servants refused to go through the front door of City Hall, opting instead to enter through the back door of the BKN Regional Office V in Jakarta. During Ramadan, civil servants' working hours are reduced by 1.5 hours per day. During Ramadan, the work schedule is from 8:00 a.m. to 3:00 p.m. WIB, while on normal days outside the fasting month, employees start at 7:30 a.m. WIB and finish work at 4:00 p.m. WIB. When calculated during the fasting month, civil servants on Monday-Thursday will only work for 6.5 hours per day and on Friday, they will only work for 6 hours. So if calculated per week, they will only work for approximately 32.5 hours. This has been regulated in the circular that has been in effect, namely the circular of the Minister of State Apparatus Empowerment and Bureaucratic Reform under number B2494 / M.PAN-RB / 6/2014 (Metrotvnews, June 30, 2024). Seeing this incident is certainly very unfortunate because the work of civil servants (PNS) as public servants, which will be felt by the public if many of them make mistakes, will certainly be detrimental to the public and also the government that has paid them.

Organizational commitment is crucial because it binds an individual to remain loyal to their work by adhering to existing goals and regulations. However, many employees or workers today lack commitment. Organizations must pay attention to their employee commitment, as it can impact their performance. High levels of employee commitment will encourage employees to perform optimally and take greater responsibility for their work to achieve the organization's expectations and goals. According to Greenberg and Baron (2014), organizational commitment is the degree to which individuals identify with and engage with their organization and/or have a strong desire to leave it. Organizational commitment variables are measured using three indicators: affective commitment, continuance commitment, and normative commitment.

According to Sedarmayanti (2014), organizational commitment is a pillar that positions the bureaucracy as an effective engine for government and serves as a parameter for the apparatus's ability to perform effectively. Competence variables are measured using six indicators: knowledge, understanding, skills, values, attitudes, and interests.

Research by Rosna et al. (2023) shows that organizational commitment has a positive and significant impact on employee performance. Similarly, research by Mahendra et al. (2024) found that organizational commitment positively impacts employee performance. Similarly, research by Permana et al. (2020) found that organizational commitment can improve employee performance at PT. PAG Lhokseumawe.

METHOD

Research Time and Location

This research was conducted from September 2024 to November 2024. The following stages were used: observation or interviews, research proposal development, questionnaire distribution, and data analysis. The researcher categorized the research into two stages: field research and data management and analysis.

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Population and Sample

According to Sugiyono (2019), a population is a generalized area consisting of subjects with certain qualities and characteristics determined by the researcher to be studied, and then conclusions are drawn. In this study, the population sampled was 82 employees of Regional Office V of the National Civil Service Agency (BKN) Jakarta.

A sample is a subset of the population with certain characteristics. The sampling method used in this study was saturated sampling, a sampling technique in which all members of the population are used as samples (Sugiyono, 2019). The sample size for this study was 82 employees from the Regional Office V of the National Civil Service Agency (BKN) in Jakarta. Saturated sampling is a sampling technique in which all members of the population are used as samples (Sugiyono, 2019).

Analysis Model

Descriptive analysis is an analytical method that aims to describe or explain something as it is (Irawan, 2004). In this study, data presentation uses data analysis tables, average values (means), and frequency distributions. Path analysis is a technique for analyzing causal relationships in multiple regression, where the independent variable influences the dependent variable not only directly but also indirectly (Retherford, 1993). In this study, path analysis was used to test the influence of the mediating variable.

RESULTS AND DISCUSSION

Path Analysis

To test the influence of mediating variables, the path analysis method was used. Path analysis is an extension of multiple linear regression analysis, or path analysis is the use of regression analysis to estimate causal relationships between variables that have been previously established based on theory (Ghozali, 2006). The path analysis in this study can be described as follows:

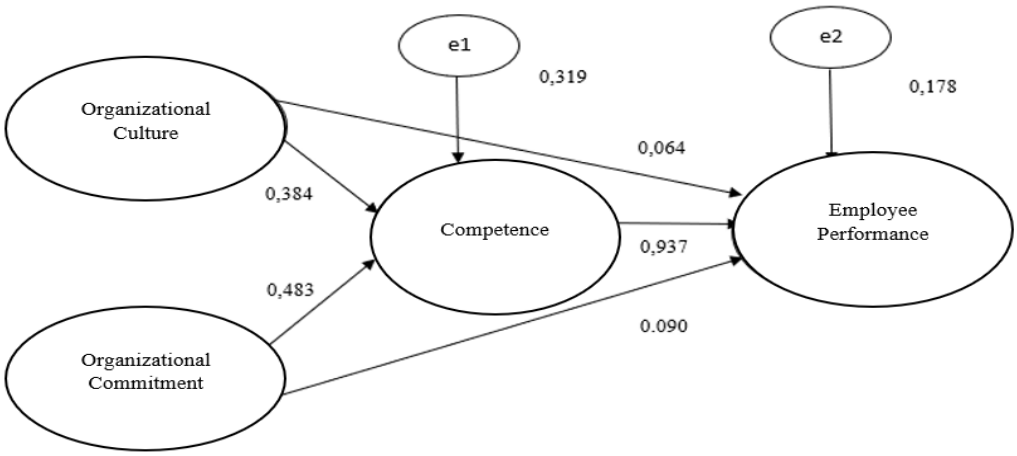

Figure 1. Path Analysis Model

Hypothesis Testing

Table 1. Hypothesis Test Results

Hip	Variable			Regression Coefficient				
	Exogenous	Mediation	Endogenous	Direct	Indirect	Total	t-value	Sig-value
H1	Organizational Culture	Competence	-	0.384	-	-	26.308	0.000
H2	Organizational Commitment	Competence	-	0.483	-	-	17.063	0.000
H3	Organizational Culture	-	Employee Performance	0.064	-	-	22.368	0.000
H4	Organizational Commitment	-	Employee Performance	0.090	-	-	22.362	0.000
H5		Competence	Employee Performance	0.937	-	-	24.011	0.000
H6	Organizational Culture	Competence	Employee Performance	-	0,384 x 0,937 = 0,359	0,064 + 0,359 = 0,423.	-	-
H7	Organizational Commitment	Competence	Employee Performance	-	0,483 x 0,937 = 0,452	0,090 + 0,452 = 0,542.	-	-

t-table = 1.644

Source: Processed primary data, 2025

Based on the path analysis results in Figure 2 and Table 4.10, the following explanations can be obtained:

1. The Influence of Organizational Culture on Employee Performance
   The t-test results for the organizational culture variable yielded a calculated t-value of 22.368 and a t-table of 1.664. This means that the calculated t-value is greater than the t-table (22.368 > 1.664), and the sig. value is (0.000 < 0.05), indicating that H0 is rejected

and H1 is accepted. This concludes that organizational culture has a positive and significant effect on employee performance. Thus, the first hypothesis is tested and proven.

2. The Influence of Organizational Commitment on Employee Performance
   The t-test results for the organizational commitment variable yielded a calculated t-value of 22.362and a t-table of 1.664. This means that the calculated t-value is greater than the calculated t-value (22.362 > 1.664), and the sig value is (0.000 < 0.05), meaning H0 is rejected and H1 is accepted. This concludes that organizational commitment has a positive and significant effect on employee performance. Thus, the second hypothesis is tested and proven.

3. The Influence of Organizational Culture on Competence
   The t-test results for the organizational culture variable yielded a calculated t-value of 26.308 and a t-value of 1.664, with a significance value of 0.000. This means that the calculated t-value is greater than the calculated t-value (26.308 > 1.664), and the sig value is (0.000 < 0.05), meaning H0 is rejected and H1 is accepted. This concludes that organizational culture has a positive and significant effect on competence. Thus, the third hypothesis is tested and proven.

4. The Effect of Organizational Commitment on Competence
   The t-test results for the organizational commitment variable yielded a calculated t-value of 17.063 and a t-table of 1.664, with a significance value of 0.000. This means that the calculated t-value is greater than the t-table (17.063 > 1.664), and the sig value is (0.000 < 0.05), indicating that H0 is rejected and H1 is accepted. This concludes that organizational commitment has a positive and significant effect on competence. Thus, the fourth hypothesis is tested and proven.

5. The Effect of Competence on Employee Performance
   The t-test results for the competency variable yielded a calculated t-value of 24.011 and a t-table of 1.664. This means that the calculated t-value is greater than the t-table (24.011 > 1.664), and the sig value is (0.000 < 0.05), indicating that H0 is rejected and H1 is accepted. This leads to the conclusion that competence has a positive and significant effect on employee performance. Thus, the fifth hypothesis is tested and proven.

6. The Influence of Organizational Culture on Employee Performance Through Competence
   X1 → X3 → Y = (ρx3x1) x (ρyx3) = 0.384 x 0.937 = 0.359
   For the organizational culture variable, the indirect effect value is obtained by multiplying the path coefficient ρx3x1 by the path coefficient ρyx3. The result shows that the indirect effect coefficient (0.359) is greater than the direct effect coefficient (0.064). This indicates that competence cannot mediate organizational culture in influencing employee performance. Thus, the sixth hypothesis is proven and tested.

7. The Effect of Organizational Commitment on Employee Performance Through Competence
   X2 → X3 → Y = (ρx3x2) x (ρyx3) = 0.483 x 0.937 = 0.452
   For the organizational commitment variable, the indirect effect value is obtained by multiplying the path coefficient ρx3x1 by the path coefficient ρyx3. The multiplication result shows that the indirect effect coefficient (0.452) is greater than the direct effect coefficient (0.090). This indicates that competence can mediate the relationship between organizational commitment and employee performance. Thus, the seventh hypothesis is proven and tested.

DISCUSSION

1. The Influence of Organizational Culture on Employee Performance at Regional Office V of the National Civil Service Agency (BKN) in Jakarta
   The descriptive analysis results show that the indicator with the most dominant value in shaping organizational culture is adaptability. This means that the leadership of Regional Office V of the National Civil Service Agency (BKN) in Jakarta allows employees the freedom to express constructive criticism and freely express ideas for the organization. Therefore, the adaptability indicator best reflects the formation of organizational culture. The indicator with the most dominant value in shaping employee performance is punctuality. This means that employees at Regional Office V of the National Civil Service Agency (BKN) in Jakarta complete all tasks on time and according to schedule. Therefore, punctuality is the best reflection of employee performance.
   The regression analysis results indicate that organizational culture can improve employee performance at Regional Office V of the National Civil Service Agency (BKN) in Jakarta. These findings align with research conducted by Parinding et al. (2024), Wahab and Soliha (2025), Fitriani (2022), and Mahendra et al. (2024).

2. The Effect of Organizational Commitment on Employee Performance at Regional Office V of the State Civil Service Agency (BKN) in Jakarta
   The descriptive analysis results show that the indicator with the most dominant value in shaping organizational commitment is the continuance commitment indicator, meaning that employees at Regional Office V of the State Civil Service Agency (BKN) in Jakarta work according to work procedures and adhere to office regulations. Therefore, the continuance commitment indicator best reflects the formation of organizational commitment.
   The indicator with the most dominant value in shaping employee performance is the punctuality indicator, meaning that employees at Regional Office V of the State Civil Service Agency (BKN) in Jakarta complete all tasks on time and are able to complete tasks as specified. Therefore, the punctuality indicator best reflects the formation of employee performance.
   The regression analysis results indicate that organizational commitment can improve employee performance at Regional Office V of the State Civil Service Agency (BKN) in Jakarta. These findings align with research conducted by Ghofuri et al. (2021), Rosna (2022), and Mahendra et al. (2024).

3. The Influence of Organizational Culture on Competence at Regional Office V of the National Civil Service Agency (BKN) in Jakarta
   The descriptive analysis results indicate that the indicator with the most dominant value in shaping organizational culture is adaptability. This means that the leadership of Regional Office V of the National Civil Service Agency (BKN) in Jakarta allows employees the freedom to express constructive criticism and freely express ideas for the organization. Therefore, the adaptability indicator best reflects the formation of organizational culture.
   The descriptive analysis results indicate that the indicator with the most dominant value in shaping competency is knowledge. This means that employees at Regional Office V of the National Civil Service Agency (BKN) in Jakarta possess the knowledge to carry out their work and that their knowledge enables them to complete their work effectively. Therefore, the knowledge indicator best reflects the formation of competency.
   The regression analysis results indicate that organizational culture can improve competency at Regional Office V of the National Civil Service Agency (BKN) in Jakarta. These research findings align with research conducted by Parinding et al. (2024).

4. The Influence of Organizational Commitment on Competence at Regional Office V of the State Civil Service Agency (BKN) in Jakarta
   The descriptive analysis results indicate that the indicator with the most dominant value in shaping the organizational commitment variable is the continuance commitment indicator, meaning that employees at Regional Office V of the State Civil Service Agency (BKN) in Jakarta work according to work procedures and adhere to office regulations. Therefore, the continuance commitment indicator best reflects the formation of organizational commitment.
   The descriptive analysis results indicate that the indicator with the most dominant value in shaping the competency variable is the knowledge indicator, meaning that employees at Regional Office V of the State Civil Service Agency (BKN) in Jakarta possess the knowledge to carry out their work and that their knowledge enables them to complete their work effectively. Therefore, the knowledge indicator best reflects the formation of competency.
   The regression analysis results indicate that competency can improve employee performance at Regional Office V of the State Civil Service Agency (BKN) in Jakarta. These findings align with research conducted by Rubina et al. (2024) and Ghofuri et al. (2021).

5. The Influence of Competence on Employee Performance at Regional Office V of the State Civil Service Agency (BKN) in Jakarta
   The descriptive analysis results show that the indicator with the most dominant value in shaping the competency variable is knowledge. This means that employees at Regional Office V of the State Civil Service Agency (BKN) in Jakarta possess the knowledge to perform their work and are able to complete their work effectively. Therefore, the knowledge indicator best reflects competency development.
   The indicator with the most dominant value in shaping the employee performance variable is punctuality. This means that employees at Regional Office V of the State Civil Service Agency (BKN) in Jakarta can complete their work on time and according to schedule. Therefore, punctuality best reflects employee performance development.
   The regression analysis results indicate that competency can improve employee performance at Regional Office V of the State Civil Service Agency (BKN) in Jakarta. These findings align with research conducted by Rubina et al. (2024); Armawati et al. (2024); Wahab and Soliha (2025); Fitriani (2022); Masruroh et al. (2023); Permana et al. (2020); and Mahendra et al. (2024).

6. The Influence of Organizational Culture on Employee Performance at Regional Office V of the State Civil Service Agency (BKN) in Jakarta Through Competence
   The descriptive analysis results show that the indicator with the most dominant value in shaping organizational culture is the adaptability indicator. This means that the leadership of Regional Office V of the State Civil Service Agency (BKN) in Jakarta allows employees the freedom to express constructive criticism and freely express ideas for the organization. Therefore, the adaptability indicator best reflects the formation of organizational culture.
   The descriptive analysis results show that the indicator with the most dominant value in shaping competency is the knowledge indicator. This means that employees at Regional Office V of the State Civil Service Agency (BKN) in Jakarta possess the knowledge to carry out their work and are able to complete their work effectively. Therefore, the knowledge indicator best reflects the formation of competency.
   The indicator with the most dominant value in shaping employee performance is the punctuality indicator. This means that employees at Regional Office V of the State Civil Service Agency (BKN) in Jakarta complete all work on time and according to

specifications. Therefore, the punctuality indicator best reflects employee performance development.

The path analysis results indicate that organizational culture can improve employee performance at the BKN Jakarta Regional Office V through competency. This study aligns with research conducted by Permana et al. (2020).

7. The Influence of Organizational Commitment on Employee Performance at the BKN Jakarta Regional Office V Through Competency

The descriptive analysis results indicate that the indicator with the most dominant value in shaping the organizational commitment variable is the continuance commitment indicator. This means that employees at the BKN Jakarta Regional Office V work according to work procedures and adhere to office regulations. Therefore, the continuance commitment indicator best reflects organizational commitment development.

The descriptive analysis results indicate that the indicator with the most dominant value in shaping the competency variable is the knowledge indicator. This means that employees at the BKN Jakarta Regional Office V have the knowledge to carry out their work and that their knowledge enables them to complete their work effectively. Therefore, the knowledge indicator best reflects competency development.

The indicator that provides the most dominant value in shaping employee performance variables is punctuality, meaning that employees at the BKN Jakarta Regional Office V can complete every task on time and are able to complete the work as specified. Therefore, the punctuality indicator is the best reflection of employee performance.

The path analysis results indicate that organizational commitment can improve employee performance at the BKN Jakarta Regional Office V through competency. These findings align with research conducted by Rosna (2022).

CONCLUSION

Based on the results of this study on the Influence of Organizational Culture and Organizational Commitment on Employee Performance Through Competence at the Regional Office V of the National Civil Service Agency (BKN) in Jakarta, the following conclusions can be drawn:

1. Organizational culture has a positive and significant effect on employee performance. Therefore, the first hypothesis is tested and proven.
2. Organizational commitment has a positive and significant effect on employee performance. Therefore, the second hypothesis is tested and proven.
3. Organizational culture has a positive and significant effect on competence. Therefore, the third hypothesis is tested and proven.
4. Organizational commitment has a positive and significant effect on competence. Therefore, the fourth hypothesis is tested and proven.
5. Competence has a positive and significant effect on employee performance. Therefore, the fifth hypothesis is tested and proven.
6. Competence can mediate the relationship between organizational culture and employee performance. Therefore, the sixth hypothesis is both proven and untested.
7. Competence can mediate the relationship between organizational commitment and employee performance. Therefore, the seventh hypothesis is both proven and tested.

Based on the descriptive analysis, the following results are obtained:

a) The indicator that contributes the most significant value to the formation of organizational culture variables is the adaptability indicator. This means that the leadership of Regional Office V BKN Jakarta allows employees the freedom to express constructive criticism and freely express ideas for the organization. Therefore, the adaptability indicator best reflects the formation of organizational culture.

b) The indicator that contributes the most significant value to the formation of organizational commitment variables is the ongoing commitment indicator. This means that employees at Regional Office V BKN Jakarta work according to work procedures and comply with office regulations. Therefore, the ongoing commitment indicator best reflects the formation of organizational commitment.
c) The indicator that contributes the most significant value to the formation of competency variables is the knowledge indicator. This means that employees at Regional Office V BKN Jakarta have the knowledge to carry out their work and that their knowledge enables them to complete their work effectively. Therefore, the knowledge indicator best reflects the formation of competency.
d) The indicator that contributes the most significant value to the formation of employee performance variables is the punctuality indicator. This means that employees at Regional Office V BKN Jakarta complete all work on time and are able to complete work as specified. Thus, the punctuality indicator is the best reflection of the formation of employee performance.

RECOMMENDATIONS

Based on the research findings regarding the Influence of Organizational Culture and Organizational Commitment on Employee Performance Through Competence at the BKN Jakarta Regional Office V, the following recommendations can be made:

The results of this research are expected to be useful for improving and developing thinking skills through scientific writing and for applying the theories I acquired during my studies at Krisnadwipayana University.

This research can serve as input for those interested in following up on this research by developing theories and conducting more in-depth research, or as comparative material.

It is hoped that this research can serve as input, reference, and evaluation, and, of course, improve employee performance at the BKN Jakarta Regional Office V in line with the targets set in the performance agreement. The results of this research can also provide organizational insights into optimizing organizational culture, organizational commitment, and improving employee competency and performance, by considering the following:

a. The mission indicator in the organizational culture variable must be a concern for the leadership of Regional Office V BKN Jakarta. The leadership of Regional Office V BKN Jakarta must consistently implement the organization's core values and provide clear information to subordinates about the organization's core values. This can be done, for example, during morning sessions and by displaying banners about the organization's vision and mission in every room to socialize the organization's goals to its employees.
b. Normative commitment in the organizational commitment variable must be a concern for the leadership. Employees of Regional Office V BKN Jakarta must possess the knowledge to carry out their work. With this knowledge, employees of Regional Office V BKN Jakarta can complete their work effectively. The leadership can also provide rewards for employees who are diligent and punctual in completing their work.
c. Attitudes in the competency variable must be a concern for the leadership of Regional Office V BKN Jakarta. The leadership of Regional Office V BKN Jakarta must be able to provide good value to its employees and provide benefits to support smooth work, by paying attention to work equipment and other supporting tools.
d. Work quality must be a focus for the leadership of Regional Office V BKN Jakarta. This is done by ensuring that the abilities of Regional Office V BKN Jakarta employees match their abilities and experience in carrying out their jobs. The right person in the right place.

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