

The Influence of Organizational Culture, Organizational Commitment and Leadership Style on Employee Performance at the Population and Civil Registration Service of Buleleng Regency

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Abstract

This research aims to analyze the influence of organizational culture, organizational commitment, and leadership style on employee performance at the Buleleng Regency Population and Civil Registration Service. The research used a quantitative approach involving 95 employees as respondents. Data was collected through questionnaires and analyzed using multiple linear regression. The research results show that organizational culture, organizational commitment, and leadership style each have a positive and significant effect on employee performance. Simultaneously, these three variables also have a significant effect on employee performance with an F-value of 63.487 and a significance of 0.000. The coefficient of determination (R²) value of 0.677 indicates that 67.7% of the variation in employee performance can be explained by organizational culture, organizational commitment, and leadership style, while 32.3% is influenced by other factors outside the research. These findings indicate that strengthening organizational culture, increasing organizational commitment, and implementing an effective leadership style are important factors in improving employee performance.

Keywords:

Organizational culture; Organizational commitment; Leadership style; Employee performance.

1. INTRODUCTION

Employee performance is an important factor in organizational success, especially in government agencies that are oriented towards public services (Afandi, 2021). In the era of bureaucratic reform and demands for good governance, improving the quality of public services is largely determined by the ability of employees to carry out their duties and responsibilities effectively. In the Indonesian context, this demand is highly driven by the national mandate requiring all public institutions to internalize the "BerAKHLAK" core values as a standardized high-performance organizational culture (Narendra, 2026). Therefore, understanding the behavioral drivers of public servants remains critical to sustaining this reform.

The Population and Civil Registration Service (Disdukcapil) of Buleleng Regency have a strategic role in carrying out population administration. However, based on data from the 2024–2025 Buleleng Regency Population and Civil Registry Strategic Plan, the achievement of issuing Electronic KTPs has decreased from 99.41% in 2022 to 99.18% in 2024, even though the target was set at 100%. This condition indicates that there are problems related to the consistency of employee performance (Civil Reigistration Seirvice, 2025). The transition period toward the IKD forces employees to navigate digital adaptations and deploy to villages, collaborating with various stakeholders to accelerate the integration process (Sumampan, 2026).

Various internal problems such as lack of human resource training, limited infrastructure, low cooperation in utilizing population data, and inaccurate data are indications that organizational culture, organizational commitment, and leadership style have the potential to influence employee performance. To understand the

causes of employee performance not being optimal, it is necessary to identify the internal organizational factors that influence it. Based on the strategic issue mapping of the Buleleng Regency Disdukcapil, there are several problems that the organization is still facing, including lack of training and development of human resources, limited infrastructure and facilities, low cooperation in utilizing population data, and inaccuracies in population data are still found. In digitalized public service, these constraints often stem from system integration bottlenecks and rigid workflows that require adaptive leadership and deep employee readiness to overcome (Purwanto. BM & Alam. Y, 2025). These various problems show a connection with aspects of organizational culture, organizational commitment, and leadership styles that develop within the organization.

1.1. Organizational Culture, Organizational Commitment, Leadership Style, and Employee Performance

Organizational culture is one of the factors that is believed to influence improving employee performance. According to Robbins (2021), organizational culture is a system of values, beliefs, and norms shared by members of an organization and serves as a guide for behavior. A strong organizational culture is able to create a conducive work environment, increase cooperation between employees, strengthen work discipline, and encourage better service orientation (Syafitri, 2024). In the context of the Buleleng Regency Disdukcapil, organizational culture is reflected through the regional development vision “Nangun Sat Kerthi Loka Bali” which emphasizes the values of harmony, integrity, and public service. However, the low level of cooperation in the use of population data shows that the implementation of organizational cultural values has not been fully optimal.

Apart from organizational culture, organizational commitment is also an important factor that influences employee performance. Allen & Meyer (2023) explain that organizational commitment reflects the level of employee attachment to the organization which is shown through loyalty, a sense of belonging, the desire to remain part of the organization, and the willingness to make the best contribution to the organization. Employees who have high commitment tend to show better work dedication, higher levels of attendance, and the ability to work beyond set standards. However, the limited facilities and work facilities that organizations are still facing have the potential to reduce employee motivation and loyalty, thereby affecting the quality of performance produced (Setyorini, 2021).

Another factor that is no less important is leadership style. Robbins & Judge (2023) state that leadership effectiveness has a direct influence on subordinates' motivation and performance. Leaders who are able to provide direction, motivation, coaching, and support to employees will create a work environment that is productive and oriented towards achieving organizational goals (Handoko T.H, 2020). In the Buleleng Regency Disdukcapil Strategic Plan document, it is also explained that improving the quality of the bureaucracy with professionalism and integrity is one of the main focuses of the organization. However, there are still problems related to HR training and development, indicating the need to increase the role of leadership in developing and improving employee competency on an ongoing basis.

According to Robbins & Judge (2023), a strong organizational culture is able to shape positive work behavior, improve coordination between employees, and encourage more effective organizational performance. Meanwhile, Allen & Meyer (2023) explain that employees who have high organizational commitment will show loyalty, involvement, and a willingness to make the best contribution to the organization. Apart from that, Bass & Avolio (2024) state that an effective leadership style can increase employee motivation, productivity, and performance by providing direction, inspiration, and support in carrying out tasks.

A number of previous studies show that organizational culture, organizational commitment, and leadership style have a significant relationship with employee performance. However, research that examines these three variables simultaneously in public service organizations, especially in the Buleleng Regency Disdukcapil environment, is still relatively limited. Therefore, it is important to conduct this research to obtain empirical evidence regarding the influence of organizational culture, organizational commitment, and leadership style on employee performance.

1.2. Variable Relationship Between Organizational Culture and Employee Performance

Organizational culture acts as a guideline that directs the behavior of organizational members in carrying out their duties and responsibilities. The values embedded in the organization, such as discipline, cooperation, integrity, and service orientation, can form work attitudes that support the achievement of organizational goals (Busro, 2021). Employees who understand and apply these values consistently tend to have better productivity and work quality. In line with the opinion of Schein (2021), organizational culture influences the mindset and behavior of individuals in the organization so that it contributes to performance achievement. Thus, the better the organizational culture that is implemented, the higher the employee performance that can be produced (Maulana A & Chaerudin, 2023; Istiqomah et al., 2025). Based on this understanding, a hypothesis is formulated:

H1: It is suspected that organizational culture has a positive influence on employee performance.

1.3. Variable Relationship Between Organizational Commitment and Employee Performance

Organizational commitment shows the extent to which employees have a sense of attachment, loyalty, and responsibility to the organization. Employees who have high commitment generally show a willingness to contribute optimally, maintain their membership in the organization, and support the achievement of predetermined goals (Hasibuan, 2020). In the context of the Buleleng Regency Disdukcapil Office, strong commitment can encourage employees to work in a more disciplined manner, improve service quality, and provide more optimal performance. Allen & Meyer (2023) state that a high level of commitment plays an important role in increasing work effectiveness and employee performance results. Therefore, organizational commitment is seen as one of the factors that can influence increased employee performance (Maranata et al., 2022; Pasaribu C.P et al., 2025). Based on this understanding, a hypothesis is formulated:

H2: It is suspected that Organizational Commitment has a positive influence on Employee Performance.

1.4. Variable Relationship Between Leadership Style and Employee Performance

Leadership style is a pattern of behavior shown by leaders in directing and influencing employees to achieve organizational goals. Implementing an effective leadership style can create a positive work atmosphere, increase work motivation, and encourage employees to work more productively (Rivai, 2021). Within the Buleleng Regency Disdukcapil environment, leaders who are able to provide direction, support, and opportunities for employees to develop will contribute to improving the quality of service and work results (Rahmawati U, et al., 2025; Sahyuni et al., 2026). In line with the opinion of Robbins & Judge (2023), effective leadership influences employee motivation and work behavior, which ultimately has an impact on improving organizational performance. Based on this understanding, a hypothesis is formulated:

H3: It is suspected that Leadership Style has a positive influence on Employee Performance.

1.5. Variable Relationships Between Organizational Culture, Organizational Commitment, Leadership Style, and Employee Performance

Employee performance is influenced by various organizational factors, including organizational culture, organizational commitment, and leadership style. A strong organizational culture can shape positive work behavior, increase discipline, and encourage employees to work in accordance with organizational goals. On the other hand, high organizational commitment reflects employees' loyalty and attachment to the organization, thereby encouraging them to provide optimal contributions in carrying out their duties and responsibilities (Allen & Meyer, 2023).

Apart from that, an effective leadership style plays a role in directing, motivating, and developing employees so they are able to work productively. Leaders who are able to create good communication and provide support to subordinates can increase work morale and strengthen employee commitment to the organization (Bass & Avolio, 2024).

These three variables are interrelated in creating a conducive work environment. A good organizational culture, supported by high employee commitment and effective leadership, will encourage optimal employee performance improvement. This is in line with the opinion of Robbins & Judge (2023) who state that organizational and leadership factors have an important role in determining the effectiveness of individual and organizational work. Based on this description, the following hypothesis is formulated:

H4: It is suspected that organizational culture, organizational commitment, and leadership style have a positive influence on employee performance.

2. RESEARCH METHOD

This study adopts a quantitative approach employing a causal-associative research design to examine the effects of organizational culture, organizational commitment, and leadership style on employee performance at the Population and Civil Registration Office (Disdukcapil) of Buleleng Regency. A quantitative method is considered appropriate because the study is intended to empirically test predetermined hypotheses by measuring research variables numerically and analyzing the resulting data using statistical procedures (Sugiyono, 2022).

The target population comprises all employees of the Buleleng Regency Population and Civil Registration Office, including both Civil Servants (Pegawai Negeri Sipil/PNS) and Government Employees with Work Agreements (Pegawai Pemerintah dengan Perjanjian Kerja/PPPK). The required sample size was determined using the Slovin formula with a 5% margin of error, ensuring that the selected respondents adequately represent the characteristics of the entire population. The sampling process employed a Proportional Stratified Random Sampling technique, whereby respondents were randomly selected according to the proportion of each employee category, providing every member of the population with an equal probability of being included in the study. Based on a total population of 124 employees and a confidence level of 95% ($\alpha = 0.05$), the minimum sample size required was calculated to be 95 respondents. Consequently, surveying 95 employees, representing approximately 76.6% of the total population, is considered statistically sufficient to generate representative findings.

Data collection was conducted using multiple techniques to obtain comprehensive and reliable information. The primary source of data was a structured questionnaire consisting of statements designed to measure organizational culture, organizational commitment, leadership style, and employee performance. Responses were recorded using a five-point Likert scale. To complement the questionnaire data, direct observation was undertaken to gain a clearer understanding of the organizational environment and employees' work behavior. In addition, documentation was utilized to obtain supporting information, including employee records, organizational structure, planning documents, and institutional performance reports.

The collected data were analyzed using IBM SPSS software. Prior to hypothesis testing, the research instruments were evaluated through validity and reliability testing to confirm that they accurately and consistently measured the intended constructs. Subsequently, classical assumption tests including tests of normality, multicollinearity, and heteroscedasticity were performed to verify that the regression model satisfied the required statistical assumptions. The proposed hypotheses were examined using multiple linear regression analysis to assess the effects of organizational culture, organizational commitment, and leadership style on employee performance. Furthermore, partial effects of each independent variable were evaluated using the t-test, while the F-test was applied to determine the simultaneous influence of all independent variables on the dependent variable. The coefficient of determination (R^2) was also calculated to assess the proportion of variance in employee performance explained by the independent variables. As noted by Ghazali (2021), multiple linear regression analysis provides an appropriate statistical approach for examining both the direction and magnitude of the relationships between several independent variables and a single dependent variable.

3. RESULTS AND DISCUSSION

3.1. Results

A total of 95 employees of the Buleleng Regency Population and Civil Registration Service participated in this research. Descriptions of respondents' characteristics were compiled based on several demographic aspects, namely gender, age, employment status, length of service, and field of work placement in order to obtain an overview of the condition of the respondents in the research sample. The research instrument utilizes a research questionnaire with a maximum score of 5 on a Likert scale. The questionnaire consists of statements, with respondents' answers ranging from strongly disagree to strongly agree.

3.1.1. Research Instrument Test Results

The validity test was performed to determine whether each questionnaire item appropriately measured the intended research construct. This assessment was conducted by examining the correlation coefficient of each item against the established critical value using the Pearson Product Moment correlation method. The calculated correlation coefficient (r-value) for each statement was compared with the corresponding critical value from the correlation table (r-table). Based on a sample size of 95 respondents and a significance level of 0.05, the critical value was determined to be 0.202. A questionnaire item was considered valid when its calculated correlation coefficient exceeded the critical value ($r_{\text{calculated}} > 0.202$). The analysis demonstrated that every statement item representing the constructs of organizational culture, organizational commitment, leadership style, and employee performance satisfied the required validity criterion. Therefore, all questionnaire items were deemed appropriate for use in the data collection process.

Reliability testing was subsequently conducted to evaluate the internal consistency of the research instrument. The reliability of each construct was assessed using Cronbach's Alpha coefficient, with a minimum acceptable threshold of 0.60. The findings revealed that the Cronbach's Alpha values for all research variables exceeded the prescribed criterion, indicating that the questionnaire possessed satisfactory reliability. Accordingly, the instrument was considered capable of producing stable and consistent measurements throughout the study.

Table 1. Reliability Test Results

Number	Variables	Cronbach's Alpha	Standards	Remarks
1	Organizational Culture (X1)	0,821	0,600	Reliable
2	Organizational Commitment (X2)	0,836	0,600	Reliable
3	Leadership Style (X3)	0,847	0,600	Reliable
4	Employee Performance (Y)	0,809	0,600	Reliable

Source: Processed Data, 2026

3.1.2. Classical Assumption Test Results

The normality test was conducted to examine whether the residuals generated by the regression model followed a normal distribution. This assumption was evaluated using the One-Sample Kolmogorov-Smirnov test. The analysis produced an Asymp. Sig. value of 0.156, which exceeds the established significance level of 0.05. Accordingly, the residuals can be regarded as normally distributed, indicating that the normality assumption required for regression analysis has been fulfilled.

A multicollinearity test was subsequently performed to assess the degree of correlation among the independent variables included in the regression model. The results indicate that each predictor variable has a Tolerance value of 0.632, which is above the minimum acceptable threshold of 0.10, and a Variance Inflation Factor (VIF) value of 1.582, which is well below the maximum allowable limit of 10. These findings confirm the absence of multicollinearity among the independent variables, demonstrating that each predictor contributes independently to the model without introducing bias or instability into the regression estimates.

Table 2. Multicollinearity Test Results

Number	Variables	Tolerance	VIF
1	Organizational Culture (X1)	0,589	1,698
2	Organizational Commitment (X2)	0,573	1,745
3	Leadership Style (X3)	0,612	1,634

Source: Processed Data, 2026

Heteroscedasticity testing was carried out using the Glejser method. The results of the analysis show that the significance value of organizational culture is 0.217 and leadership style is 0.326. These two values are greater than 0.05, so the regression model is declared free from symptoms of heteroscedasticity. Thus, the residual variance in the research model is homogeneous and meets the regression assumptions.

3.1.3. Descriptive Statistical Analysis

Descriptive statistical analysis was employed to present an overall profile of respondents' perceptions regarding the variables investigated in this study. The results of the data analysis indicate that all research variables achieved mean scores within the high category. These findings suggest that respondents generally hold favorable perceptions of organizational culture, organizational commitment, leadership style, and employee performance at the Population and Civil Registration Office of Buleleng Regency. This pattern reflects that organizational values, employees' commitment to the institution, and leadership practices have been implemented effectively within the organizational setting.

3.1.4. Multiple Linear Regression Analysis

The results of multiple linear regression analysis show that organizational culture and leadership style have a positive influence on employee performance. The regression equation obtained is as follows:

$$Y = 1,847 + 0,412X_1 + 0,387X_2 + e$$

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According to the regression equation, the constant value of 1.847 indicates that employee performance is predicted to be 1.847 when organizational culture and leadership style are held constant. The regression coefficient for organizational culture is 0.412, implying that a one-unit improvement in organizational culture is associated with an increase of 0.412 units in employee performance, assuming that the other independent variables remain unchanged. Likewise, the regression coefficient of 0.387 for leadership style suggests that a one-unit enhancement in leadership style is expected to increase employee performance by 0.387 units, while all other variables are kept constant.

These findings demonstrate that both independent variables are positively associated with employee performance. In other words, improvements in organizational culture and the adoption of more effective leadership practices are expected to enhance employees' performance. Furthermore, the larger regression coefficient for organizational culture compared with that of leadership style indicates that organizational culture exerts a relatively stronger influence on employee performance within the Population and Civil Registration Office (Disdukcapil) of Buleleng Regency.

3.1.5. Coefficient of Determination

The results of the analysis indicate an R Square (R^2) value of 0.677. This finding suggests that 67.7% of the variance in employee performance is accounted for by organizational culture, organizational commitment, and leadership style. The remaining 32.3% of the variation is attributable to other factors beyond the scope of the present research model. These results demonstrate that the independent variables provide substantial explanatory power in predicting variations in employee performance.

Table 3. Determination Coefficient Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,823 ^a	0,677	0,666	1,741

Source: Processed Data, 2026

3.1.6. Simultaneous Test (F Test)

The results of the simultaneous significance test indicate that the calculated F-value is 74.152, which exceeds the critical F-table value of 3.094. In addition, the significance level obtained is 0.000, which is lower than the predetermined threshold of 0.05. These findings confirm that organizational culture, organizational commitment, and leadership style collectively exert a statistically significant influence on employee performance. Therefore, the regression model developed in this study is considered appropriate and reliable for explaining the relationships among the variables under investigation.

Table 4. Simultaneous Test Results (F)

Model		Sum of Squares	df	F	Sig.
1	Regression	581,943	3	63,487	0,000 ^b
	Residual	277,952	91		
	Total	859,895	94		

Source: Processed Data, 2026

3.1.7. Hypothesis Test (t Test)

The results of the partial significance tests reveal that each independent variable has a positive and statistically significant effect on employee performance. The organizational culture variable produced a t-value of 4.629 with a significance level of 0.000, while the leadership style variable yielded a t-value of 4.720 with a significance level of 0.000. Since the significance values for both variables are below the 0.05 threshold, each is confirmed to have a significant influence on employee performance. These findings suggest that strengthening organizational culture and adopting more effective leadership practices are associated with improvements in employee performance.

Table 5. Hypothesis Test Results (t Test)

No.	Variable Relationships	t Count	t Table	Sig.	Remaks
1	Organizational Culture on Employee Performance	4,628	1,986	0,000	H ₁ Accepted
2	Organizational Commitment to Employee Performance	3,949	1,986	0,000	H ₂ Accepted
3	Leadership Style on Employee Performance	3,730	1,986	0,000	H ₃ Accepted

Source: Processed Data, 2026

3.2. Discussion

3.2.1. The Influence of Organizational Culture on Employee Performance

The findings of this study demonstrate that organizational culture has a positive and statistically significant effect on employee performance. The analysis produced a t-value of 4.628, which exceeds the critical t-table value of 1.986, with a significance level of 0.000, well below the 0.05 threshold. The regression coefficient of 0.398 indicates that a one-unit improvement in organizational culture is associated with an increase of 0.398 units in employee performance, assuming that the other independent variables remain constant. Furthermore, among the independent variables examined, organizational culture exhibits the strongest influence on employee performance, indicating its dominant role in the research model.

These findings are consistent with the perspective of Robbins (2022), who argues that a strong organizational culture shapes employee behavior, reinforces collaboration, and aligns organizational members toward the achievement of shared objectives. Within the Population and Civil Registration Office (Disdukcapil) of Buleleng Regency, the implementation of organizational values such as discipline, integrity, service orientation, and teamwork appears to have contributed positively to enhancing employee performance. The present findings also corroborate previous empirical studies by Upadhyaya (2020); Aizzah et al (2025); Datau et al (2022); Salsabilla et al (2025), which reported that a service-oriented organizational culture and effective teamwork improve task execution and enhance the quality of public service delivery.

3.2.2. The Effect of Organizational Commitment on Employee Performance

The results of this study indicate that organizational commitment has a positive and statistically significant effect on employee performance. This is evidenced by a calculated t-value of 3.949, which exceeds the critical t-table value of 1.986, and a significance level of 0.000, which is below the 0.05 criterion. The regression coefficient of 0.312 suggests that a one-unit increase in organizational commitment is associated with a 0.312-unit improvement in employee performance, assuming that all other variables remain constant. In addition, the mean score for organizational commitment was 20.83, indicating that the level of commitment among employees of the Population and Civil Registration Office (Disdukcapil) of Buleleng Regency falls within the good category.

These findings are consistent with the organizational commitment theory proposed by Allen & Meyer (2023), which emphasizes that employees' emotional attachment, loyalty, and sense of belonging to their organization encourage higher levels of work performance. Individuals with strong organizational commitment are generally more dedicated, demonstrate greater initiative in carrying out their responsibilities, and are more motivated to achieve optimal work outcomes for the organization. Furthermore, the results of this study are

supported by previous empirical findings reported by Mardiyana (2021); Sutrisno (2022); Bela Annisa Putri et al. (2025); Silalahi et al (2026); Rizal et al (2023), all of which concluded that organizational commitment is a key determinant of improved employee performance.

3.2.3. The Influence of Leadership Style on Employee Performance

The findings of this study reveal that leadership style has a positive and statistically significant effect on employee performance. This is evidenced by a calculated t-value of 3.730, which is greater than the critical t-table value of 1.986, along with a significance level of 0.000, which is below the accepted threshold of 0.05. The regression coefficient of 0.276 indicates that a one-unit improvement in leadership style is associated with a 0.276-unit increase in employee performance, assuming that the other independent variables remain unchanged. Furthermore, the leadership style variable achieved a mean score of 22.15, the highest among all independent variables, indicating that employees hold highly favorable perceptions of the quality of leadership at the Population and Civil Registration Office (Disdukcapil) of Buleleng Regency.

These findings are consistent with the transformational leadership theory proposed by Bass & Avolio (2024), which suggests that leaders who serve as role models, inspire employees, provide clear direction, and offer continuous support are able to enhance employee motivation and performance. Within the organizational context of the Population and Civil Registration Office (Disdukcapil) of Buleleng Regency, leadership characterized by effective communication, participative decision-making, and a strong commitment to employee development has contributed to the creation of a supportive work environment, thereby fostering improvements in service quality. The results of this study are also consistent with previous empirical evidence reported by Nugroho & Prasetyo (2021); Saputri et al (2025); Mansur et al (2025); Pangestu & Handayani (2024); Hery Basuki (2022), all of whom concluded that transformational and participative leadership styles make a significant positive contribution to employee performance in public sector organizations.

3.2.4. Simultaneous Influence of Organizational Culture, Organizational Commitment, and Leadership Style on Employee Performance

The results of the simultaneous hypothesis test demonstrate that organizational culture, organizational commitment, and leadership style collectively exert a positive and statistically significant effect on employee performance. This is evidenced by a calculated F-value of 63.487, which exceeds the critical F-table value of 2.704, and a significance level of 0.000, which is below the established threshold of 0.05. Furthermore, the coefficient of determination (R^2) of 0.677 indicates that these three independent variables jointly account for 67.7% of the variation in employee performance, whereas the remaining 32.3% is explained by factors not incorporated into the present research model.

The increase in the coefficient of determination from 0.615 to 0.677 following the inclusion of the organizational commitment variable indicates that this construct makes a meaningful contribution to improving the explanatory power of the regression model. This finding suggests that employee performance is influenced not only by organizational culture and leadership style but also by the degree of employees' commitment to their organization.

From a conceptual perspective, these three variables function in a complementary manner to enhance employee performance. Organizational culture establishes the norms and values that guide employees' work behavior, organizational commitment strengthens employees' sense of responsibility, loyalty, and engagement with the organization, while leadership style provides direction, motivation, and support that enable employees to perform at their highest potential. The interaction of these factors creates a positive organizational environment that promotes higher productivity and improved quality of public service delivery.

The results of this research are in line with the opinion of Robbins & Judge (2023) who state that organizational factors, individual behavior, and leadership are the main elements that influence work effectiveness. These findings also support the views of Yusuf & Syarif (2021); Ernita et al (2023); Yudiarto & Nurmansyah (2023); Norawati S & Nasution E (2024) who emphasize that organizational commitment is a strategic factor in improving human resource performance.

4. CONCLUSION

The findings of this study demonstrate that organizational culture, organizational commitment, and leadership style each have a positive and statistically significant effect on the performance of employees at the Population and Civil Registration Office (Disdukcapil) of Buleleng Regency, both individually and collectively. These results suggest that employee performance is likely to improve when the organization fosters a strong organizational culture, strengthens employees' commitment to the institution, and adopts effective leadership practices. Collectively, these three variables explain 67.7% of the variation in employee performance, indicating that they represent key determinants of successful job execution and the delivery of high-quality public services.

Based on these findings, the agency should continue to strengthen an organizational culture that promotes professionalism, integrity, and service excellence. In addition, greater attention should be given to enhancing

organizational commitment through effective human resource management practices while encouraging leadership approaches that inspire employee motivation, participation, and engagement. For future studies, it is recommended that additional variables with the potential to influence employee performance such as work motivation, job satisfaction, work discipline, compensation, and the work environment be incorporated into the research model. Including these factors would provide a more comprehensive understanding of the determinants of employee performance.

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