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**THE ROLE OF AFFECTIVE COMMITMENT IN MEDIATING THE INFLUENCE OF ORGANISATIONAL CULTURE AND WORK ETHICS ON PERSONNEL PERFORMANCE IN SKADRON-13/AMUR BALOTTAMA YUDHA, BERAU DISTRICT, EAST KALIMANTAN IN INDONESIA**

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**ABSTRACT**

This research is about the performance of Squadron-13/Serbu Puspenerbad East Kalimantan personnel. It aims to analyze the role of affective commitment in mediating the influence of organisational culture and work ethics on personnel performance. The population of this study was all Personnel of Squadron-13/Serbu Puspenerbad East Kalimantan, totaling 156 personnel. The sampling method used was the census method. The data processed amounted to 156 data with the data processing method using the multiple linear regression analysis technique using the SPSS program.

The results of this study show that organisational culture has a positive and significant influence on affective commitment and work ethics. Furthermore, affective commitment positively and significantly affects personnel performance.

**KEYWORDS:-** Organisational culture, work ethic, affective commitment, personnel performance.

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**1. INTRODUCTION**

Performance is the work that results in the quality and quantity an employee achieves in carrying out his duties according to his responsibilities (Mangkunegara, 2017). Employee performance is an

important factor in an organisation's achieving competitive success (Zaenal et al., 2015). One of the factors that supports improving employee performance is the organisational culture factor (Jain, 2017). Organisational culture can be described as values, norms and artefacts that members of the organisation widely accept; it will influence and be influenced by organisational strategy, structure and organisational systems (Armstrong & Sweeney, 1994). A good organisational culture will improve employee performance (Polychroniu & Trivellas, 2018). Research shows that organisational culture can improve performance (Soomro & Shah, 2019). High organisational culture can improve performance (Alosani et al., 2021). High performance can be formed through organisational culture (Alosani et al., 2021). Furthermore, Setiawan et al. (2021) found that organisational culture directly impacts performance. Meanwhile, the influence of organisational culture on performance was found to be different by Gautama et al. (2018), where the study results found that organisational culture did not affect performance.

The role of work ethics in improving performance is also explained empirically through previous research by Lie et al. (2019), who found that work ethics had a significant effect on performance. This research is supported by Din et al. (2019), who found that work ethics can improve employee performance. In their research, Mubarak and Darmawan (2019) found that work ethics can improve employee performance. However, this differs from other opinions expressed by Aflah et al. (2021), where the study found that work ethics did not affect performance. This difference is interesting to test empirically on other research objects. This study was conducted to overcome the differences in research results by including the affective commitment variable as a mediating variable. Affective commitment is the degree to which an employee identifies with an organisation, its goals and expectations to remain a member (Robbin & Judge, 2017). This is an important work attitude because people who are committed are expected to show a willingness to work harder to achieve organisational goals and have a greater desire to remain working in a job. Research conducted by Tsai et al. (2010), Kim and Brymer (2011), Fu and Deshpade (2014), Kurniasari et al. (2018), and Setiawan et al. (2021) found that commitment can improve performance. Affective commitment in this study is used as a mediating variable for organisational culture and work ethics on performance because based on research conducted by Kurniasari et al. (2018) found that affective commitment can mediate the influence of organisational culture on performance. Setiawan et al. (2021) stated that commitment can mediate the influence of organisational culture on performance; in addition, commitment can mediate the influence of work ethics on performance (Jufrizen et al., 2018).

This research was conducted at Squadron-13/Serbu Puspenerbad, headquartered in Teluk Bayur District, Berau Regency, East Kalimantan. Squadron-13/Amur Balottama Yudha, as part of the Army Aviation Center, is the outermost work unit of the squadrons owned by Puspenerbad with the task of organising Penerbad combat assistance to increase the degree of mobility and firepower of ground combat units. In protecting the Unitary State of the Republic of Indonesia (NKRI), Squadron-13/Amur Balottama Yudha must perform at a superior level to achieve its vision, mission, and main tasks and functions as a state security unit.

The problem in this study is that the performance of the Personnel of Squadron-13/Amur Balottama Yudha in 2023 is still less than optimal. Personnel with a good work culture are only 20.5% of 156 personnel or 32 people. Personnel with high discipline and work ethics are only 26.9% of the total

Personnel or 42 people, and the number of Personnel with a standard organisational culture is only 22.4% of the total Personnel or 35 people. Meanwhile, less disciplined Personnel with little work ethics show that their performance is less than expected, as many as 25 people or 16.0%. The formulation of the problem in this study is how the role of affective commitment mediates differences in research results that affect personnel performance.

## **2. RESEARCH METHODOLOGY**

### **2.1. Type of Research**

This type of research is causal descriptive research, where the research will use one variable effect Y with variable cause X and include mediation variable M as a solution to the discovery of the research gap. Furthermore, certain aspects are observed to obtain valid data, and by the research objectives, the data and information are processed, analyzed, and constructed further theoretically to analyze and draw conclusions.

### **2.2. Population and Research Sample**

The population is the entire group of people, events, or things of interest that researchers want to research and draw conclusions from (Sekaran & Bougie, 2016). A sample is a subgroup or subset of the population (Sekaran & Bougie, 2016). This study's population is all Squadron-13/Serbu Puspenerbad East Kalimantan personnel, totaling 156 personnel. The sampling technique uses the census method, where all population members are sampled, considering that the population is not too large.

### **2.3. Types of Data and Collection Methods**

The type of data needed in this study is primary data, which must be tested for validity and consistency through validity and reliability tests to continue testing essential information. For this reason, a questionnaire is needed to obtain primary data based on the indicators of this research variable. The data sources in this study are the answers to the questionnaire given to respondents and other supporting data.

### **2.4. Operational Definition and Variable Indicators**

Organisational culture is a set of values, beliefs, and ways of doing things in an organization. It defines the atmosphere in which an employee works, how he or she should behave to achieve his or her tasks (Mgbere, 2009), and his or her awareness of what is happening in the organisational environment (Hofstede, 2011). According to Raharjo et al. (2018), indicators of organisational culture are career, control, opportunity, decision-making, and personal concern. According to Aryana and Winoto (2017), work ethic is a positive behavior that studies the norms of a group in the work paradigm. The indicators of work ethic used are a sense of responsibility, Hard work, Thrift, and Respect for time.

Mowday et al. (1982) define commitment in three factors, namely acceptance of organisational goals, willingness to make various efforts for the benefit of the organization and a strong desire to maintain membership in the organization. Indicators of affective commitment, according to Mowday and Steers (1997), supported by Gupta and Messerschmidt (1998), are Strong belief in organisational goals and values, Belief in acceptance of organisational goals and values,

Willingness to exert considerable effort, Strong desire to maintain membership. Personnel Performance is a work result achieved by a person in carrying out the tasks assigned to him based on skills, experience, sincerity and time (Regulation of the Minister of Defense of the Republic of Indonesia No. 10 of 2018). Employee performance indicators according to the Regulation of the Minister of Defense of the Republic of Indonesia No. 10 of 2018) used in this study are Quality, Quantity, Responsibility, Timeliness, and Effectiveness.

Each variable indicator is measured using a Likert scale of 1-5, with 1 indicating strongly disagree, 2 indicating somewhat disagree, 3 indicating quite agree, 4 indicating agree, and 5 indicating strongly agree.

## 2.5. Data Analysis Method

Processing and analysis using the SPSS program: The steps began with conducting a validity test on the variable indicators and continued with a reliability test. The validity test conducted showed that the *Corrected Item Total Correlation* or r-count value of each indicator was greater than the r-table,  $r\text{-table} = 0.306$  ( $N - 2 = 156 - 2 = 154$ ,  $\alpha = 0.05$ ), which means that the indicators were valid or legitimate for use in this study. The reliability test results showed a *Cronbach value Alpha* or the calculated r is greater than 0.70 (r standard), so it can be concluded that all research variables are reliable.

The analysis used in this study is path analysis; the regression equation model for this path analysis is as follows:

$$Y1 : \beta 1X1 + \beta 2X2 + e1 \text{ (Path I)}$$
$$Y2 : \beta 3Y1 + \beta 4X1 + \beta 5X2 + e2 \text{ (Path II)}$$

Where :

$\beta$ : Regression Coefficient; Y1: Affective Commitment, Y2: Personnel Performance , X1 : Organizational Culture, X2: Work Ethics, e: Residual Value / Standard Error

Data processing used the SPSS (Statistical Package for Social Science) program.

This study also tested the role of mediating variables with the Sobel Test to test whether there is a mediating effect of a path analysis equation (Ghozali, 2016). The mediation hypothesis can be tested using a procedure developed by Sobel (1982) and known as the Sobel test. The Sobel test tests the strength of the indirect influence of X to Y through M. The indirect effect of X to Y through M is calculated using the Sobel calculator to determine whether the independent variable's indirect effect on the dependent variable through the mediating variable is significant or not.

## 3. RESULTS AND DISCUSSION

### 3.1. Descriptive Statistics Results

The results of the descriptive statistical analysis of each research variable are presented in Table 1 as follows:

**Table 1. Results of Descriptive Analysis of Organizational Culture Variables, Work Ethics, Affective Commitment and Personnel Performance**

No	Statement	Average Score
<b>Organisational Culture</b>		
1	Career	89.76
2	Control	89.02
3	Chance	88.42
4	Decision-making	89.88
5	Personnel Concern	89.5
<b>Average Value of Organizational Culture</b>		89,316
<b>Work Ethics</b>		
1	Sense of Responsibility	90.52
2	Hard Work	89.78
3	Economical	90.52
4	Appreciating Time	90.5
<b>Average Work Ethic Score</b>		90.33
<b>Affective Commitment</b>		
1	Strong belief in the organisation's goals and values	90.66
2	Belief in acceptance of organisational goals and values	91.08
3	Willingness to exert considerable effort	91.02
4	Strong desire to maintain membership	91.02
<b>Average Score of Affective Commitment</b>		90,945
<b>Personnel Performance</b>		
1	Quality	90.9
2	Quantity	91.42
<b>Personnel Performance Rating</b>		
3	Responsibility	91.04
4	On-time	91.02
5	Effectiveness	91.68
<b>Average Personnel Performance Rating</b>		91.21

Source: SPSS Processing Results, 2023

Table 1. Describes the results of descriptive analysis on each indicator, namely organisational culture variables, work ethics, affective commitment and personnel performance.

### 1. Organisational Culture

The organisational culture variable index value, as shown in the table above, is 89.32, which means that the organisational culture variable index value is in the high category. The findings of this study are that the respondents' perceptions related to the organisational culture variable indicators

are as follows: Culture in Squadron-13/ABY includes providing career opportunities for Personnel to develop, having good personnel control, providing opportunities for Personnel to advance, having good decision making about the progress of the Personnel owned and having concern for Personnel.

## **2. Work Ethic**

The results of the calculation of the work ethic variable index value in the table above show that the work ethic variable index value is 90.93, which means that the work ethic variable index value is in the high category. Respondents' perceptions related to this work ethic variable indicator are as follows: Squadron-13/ABY personnel have a sense of responsibility in carrying out their work, Try to work hard in doing the job, Able to carry out work efficiently and Always respect time when doing work

## **3. Affective Commitment**

The table above shows that the affective commitment variable index value is 90.95, which means that the affective commitment variable index value is in the high category. Furthermore, the respondents' perceptions related to the affective commitment variable indicators are as follows: The Personnel of Squadron-13/ABY have a strong belief in the goals and values of the organization, Have a belief in the acceptance of the goals and values of the organization, having a willingness to exert considerable effort and having a strong desire to maintain membership.

## **4. Performance**

The personnel performance variable index value in the table above shows that the value of the personnel performance variable index is 91.21, which means that the value of the personnel performance variable index is in the high category. Furthermore, the respondents' perceptions related to the personnel performance variable indicators are as follows: The Personnel of Squadron-13/ABY have work quality results by organisational standards, Have several work results by organisational standards, be able to take responsibility for work results, be able to carry out work on time and be able to carry out work effectively.

### **3.2. Validity and Reliability Test Results**

#### **Table 2. Results of Validity Testing of Organizational Culture, Work Ethics, Organizational Commitment and Personnel Performance Variables**

Variables and Indicators	r-count	Validity	Reliability (Cronbach Alpha)
Organisational Culture (X)			0.992 Reliable
X 1.1	0.938	Valid	
X 1.2	0.944	Valid	
X 1.3	0.858	Valid	
X 1.4	0.934	Valid	
X 1.5	0.975	Valid	
Work Ethic (X2)			0.989 Reliable
X2.1	0.909	Valid	
X 2.2	0.872	Valid	
X2.3	0.917	Valid	
X2.4	0.888	Valid	
Affective Commitment (Y1)			0,990 Reliable
Y1.1	0,897	Valid	
Y1.2	0,877	Valid	
Y1.3	0,880	Valid	
Y1.4	0,900	Valid	
Personnel Performance (Y2)			0,984: Reliable
Variables and Indicators	r-count	Validity	Reliability (Cronbach Alpha)
Y2.1	0,928	Valid	
Y2.2	0,884	Valid	
Y2.3	0,912	Valid	
Y2.4	0.900	Valid	
Y2.5	0.901	Valid	

Source: Processed primary data, 2023

The table above shows that each indicator's *Corrected Item Total Correlation* or r-calculation value is greater than  $r\text{-table} = 0.163$  ( $N-2 = 103-2 = 101$ ,  $\text{sig} = 0.05$ ), meaning these indicators are valid or legitimate to be studied. Likewise, the reliability of each variable shows that all value variables have a Cronbach Alpha or r count greater than 0.70 (standard r), so it can be concluded that all variables are reliable.

### 3.3. Multiple Linear Regression Results

#### 1. Multiple Linear Regression Path I

Table 3. Regression Coefficient (Path 1 )

Model		Coefficients <sup>a</sup>				
		Unstandardised Coefficients		Standardised Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,046	1,139		2,675	0,008
	Organisational Culture (X1)	0.391	0.063	0.470	6,197	0,000
	Work Ethic (X2)	0.354	0.082	0.328	4,321	0,000

a. Dependent Variable: Affective Commitment (Y1)

a. Dependent Variable: Affective Commitment (Y1)

Source: Processed primary data, 2023

The regression analysis of the influence of organisational culture and work ethics on affective commitment can be explained in Table 3. It is known that the regression coefficient (beta) or  $\beta_1 = 0.47$ ,  $\beta_2 = 0.328$ , so the regression equation (Path I) can be arranged as follows:

$$Y_1 = 0.470X_1 + 0.328X_2 + e_1$$

Thus, the magnitude of each influence can be known and explained as follows:

a.  $X_1 \rightarrow Y_1 = 0.470$  (Positive)

Organisational culture (X1) positively affects affective commitment (Y1). It is said that the better the organisational culture, the higher the affective commitment.

b.  $X_2 \rightarrow Y_1 = 0.328$  (positive)

Work ethic (X2) positively affects affective commitment (Y1). It is said that the better the employee's work ethic, the higher the affective commitment.

## 2. Multiple Regression Path II

**Table 4.**  
**Regression Coefficient Test Results (Path II)**

Model		Coefficients <sup>a</sup>				
		Unstandardised Coefficients		Standardised Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,750	0.953		1,837	0.068
	Organisational Culture (X1)	0.378	0.058	0.391	6,547	0,000
	Work Ethic (X2)	0.156	0.071	0.124	2,196	0.030
	Affective Commitment (Y1)	0.538	0.066	0.462	8,140	0,000
a. Dependent Variable: Personnel Performance (Y2)						

Source: Processed primary data, 2023

The regression analysis of the influence of affective commitment, organisational culture, and work ethics on personnel performance can be explained in Table 4. Based on the SPSS processing results table, it can be seen that the regression coefficient (beta) or  $\beta_3 = 0.462$ ,  $\beta_4 = 0.391$ ,  $\beta_5 = 0.124$  and  $\beta_7 = 0.053$  so that the regression equation (Path II) can be arranged as follows:

$$Y_2 = 0.462Y_1 + 0.391X_1 + 0.124X_2 + e_2$$

Thus, the magnitude of each influence can be known:

a.  $Y_1 \rightarrow Y_2 = 0.462$  (Positive)

Affective commitment (Y1) positively affects personnel performance (Y2). It is said that the higher the affective commitment, the higher the personnel performance.

b.  $X_1 \rightarrow Y_2 = 0.391$  (Positive)



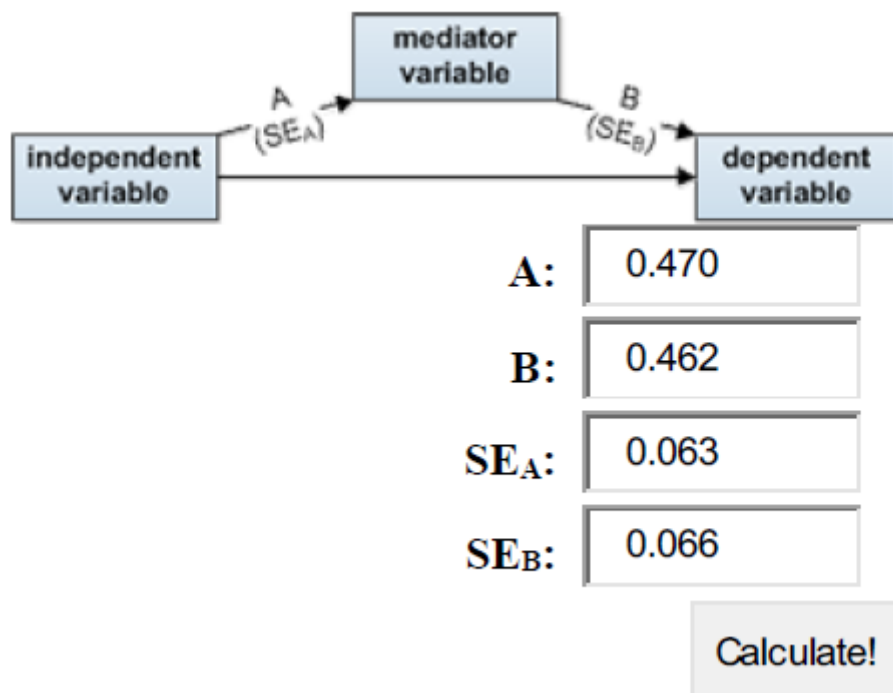
Organisational culture (X1) significantly positively affects personnel performance (Y2). It is said that the better the organisational culture, the higher the personnel performance.

c.  $X2 \rightarrow Y2 = 0.124$  (positive)

Work ethics (X2 ) significantly affect personnel performance (Y2). This means that the better the work ethic, the higher the personnel performance.

### 3. Testing the Effect of Mediation Using the Sobel Test Method

a. The Mediating Role of Affective Commitment in the Influence of Organizational Culture on Personnel Performance



Sobel test statistic: 5.10472774  
 One-tailed probability: 0.00000017  
 Two-tailed probability: 0.00000033

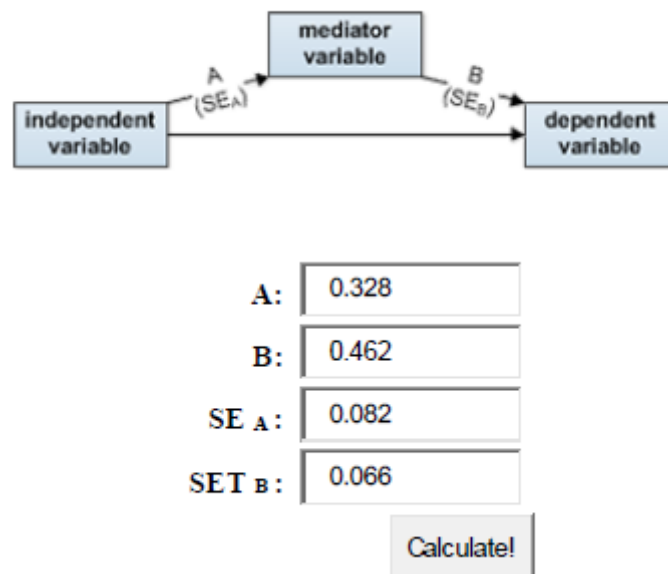
**Figure 1: Indirect relationship between organizational culture (X1) and personnel performance (Y2) through affective commitment (Y1)**

**Source: Processed primary data, 2023**

Figure 1 above is the result of testing the influence of affective commitment mediation (Y1) in mediating organisational culture (X1) on personnel performance (Y2) using the Sobel calculator tool. The results of the Sobel method show the magnitude of the Influence of the coefficient  $\beta$   $X1 \rightarrow Y1$  (A) = 0.470,  $\beta$   $Y1 \rightarrow Y2$  (B) = 0.462, standard error  $X1 \rightarrow Y1$  (SE<sub>A</sub>) = 0.063, and standard error  $Y1 \rightarrow Y2$  (SE<sub>B</sub>) = 0.066.

Because  $t$  count = 5.105 >  $z = 1.96$ , it can be concluded that affective commitment (Y1) mediates the influence of organisational culture (X1) on personnel performance (Y2). This means that hypothesis 6 (H6) is proven.

b. The mediating role of affective commitment in the influence of work ethics on personnel performance.



Sobel test statistic: 3.47297257  
 One-tailed probability: 0.00025736  
 Two-tailed probability: 0.00051473

Figure 2

**Indirect relationship between Work Ethics (X2) and personnel performance (Y2) through affective commitment (Y1)**

**Source: Processed primary data, 2023**

Figure 2 above is the result of testing the influence of affective commitment mediation (Y1) in mediating work ethics (X2) on personnel performance (Y2) using the Sobel calculator tool. Based on the SPSS processing data in the table, the magnitude of the influence of the coefficient  $\beta$   $X2 \rightarrow Y1$  (A) = 0.328,  $\beta$   $Y1 \rightarrow Y2$  (B) = 0.462, standard error  $X2 \rightarrow Y1$  (SE A) = 0.082, and standard error  $Y1 \rightarrow Y2$  (SE B) = 0.066.

Because  $t$  count = 3.473 >  $z = 1.96$ , it can be concluded that affective commitment (Y1) mediates the influence of work ethics (X2) on personnel performance (Y2). This means that hypothesis 7 (H7) is proven.

### 3.4. Discussion of Research Results

The results of this study indicate the results of the first hypothesis test that organisational culture has a positive effect ( $\beta 1 = 0.470$ ) and is significant (sig.0.000) on affective commitment, proven and can be interpreted that the better the organisational culture, the higher the affective commitment of employees of Squadron-13/Serbu Puspenerbad East Kalimantan. Organisational culture is in the high category; the decision-making indicator has the highest index of 89.88, and career opportunities have the lowest index of 88.42.

Lok and Crawford (2003) and Lok et al. (2011) support this study's results. They found that organisational culture can increase employee commitment to the organisation. Anthony and Hong Gao (2014) also found that organisational culture can influence organisational commitment. Shim et al. (2015) showed the same research results: Organisational culture impacts organisational commitment.

Second, the results of the hypothesis testing show that work ethics have a positive effect ( $\beta_2 = 0.328$ ) and are significant (sig.0.000) on affective commitment, proven and can be interpreted that the better the work ethics, the higher the affective commitment of the employees of Squadron-13/Serbu Puspenerbad East Kalimantan. The index value of the work ethics variable is in the high category; a sense of responsibility and saving time is the highest index value of the work ethics variable, while hard work is the lowest value.

The results of this study are supported by Komari and Djafar (2013), who state that work ethics are a key determining factor for someone to form a very good employee commitment. This is proven by research by Salahudin et al. (2016), Athar et al. (2016), Gheitani et al. (2018), and Kuncoro and Wibowo (2019), who found that work ethics affect affective commitment.

Third, the results of the hypothesis testing show that Affective Commitment has a positive effect ( $\beta_4 = 0.462$ ) and is significant (sig.0.000) on personnel performance, proven and can be interpreted that the higher the affective commitment, the higher the performance of the Personnel of Squadron-13/Serbu Puspenerbad East Kalimantan. The index value of the affective commitment variable is in the high category; the belief in accepting the goals and values of the organisation is an indicator with the highest index value of the effective commitment variable, while the willingness to exert effort and a strong desire to maintain membership are the lowest values in the affective commitment variable.

Research results support the idea that affective commitment can improve performance (Rashid et al., 2003). High affective commitment can improve performance (Pinho et al., 2014). High performance can be formed through affective commitment (Patiar & Wang, 2016). Furthermore, Hendri (2019) found that the impact of affective commitment can improve performance. Setiawan (2021) stated that affective commitment directly impacts performance.

Fourth, the results of the hypothesis test show that organisational culture has a positive effect ( $\beta_5 = 0.391$ ) and is significant (sig.0.000) on personnel performance (Y2) on personnel performance is proven and can be interpreted that the higher the organisational culture, the higher the performance of employees of Squadron-13/Serbu Puspenerbad East Kalimantan. This study's results align with research showing that organisational culture can improve performance (Soomro & Shah, 2019). High organisational culture can improve performance (Alosani et al., 2021). High performance can be formed through organisational culture (Alosani et al., 2021). Furthermore, Setiawan et al. (2021) found that organisational culture has a direct impact on performance.

Fifth, the results of the hypothesis test show that work ethics have a positive effect ( $\beta_6 = 0.124$ ) and are significant (sig.0.003) on personnel performance and can be interpreted that the higher the

work ethics, the higher the performance of employees of Squadron-13/Serbu Puspenerbad Kalimantan. This is to the research results of Lie et al. (2019), Din et al. (2019), Mubarok and Darmawan (2019), Ferne et al. (2021), Jufrizen and Erika (2021), who found that work ethics affected performance.

Sixth, the Sobel results show that the t-value of the indirect effect of organisational culture on performance = 5.105 is greater than  $z = 1.96$ . This proves that hypothesis 6 (H6), that organisational culture positively affects personnel performance with affective commitment as a mediating variable, is proven. The higher the affective commitment, the greater the influence of organisational culture on personnel performance. This fact shows that Personnel of Squadron-13/Serbu Puspenerbad Kalimantan who are committed to continuing to work in the organisation well will have an impact on strengthening perceptions of the abilities of the Personnel themselves. This is proven by Kurniasari et al. (2018), who found that affective commitment can mediate the influence of organisational culture on performance. Setiawan et al. (2021) stated that commitment can mediate the influence of Organizational Culture on performance.

Seventh, the Sobel results show that the t-value of the indirect effect of work ethics on performance = 3.473 is greater than  $z = 1.96$ . This proves that hypothesis 7 (H7) of work ethics positively affects personnel performance with affective commitment as a mediating variable. The higher the affective commitment, the greater the influence of work ethics on personnel performance. This fact shows that employees who commit to continue working in the organisation effectively will have an impact on strengthening the perception of work ethics owned by the employees.

Work ethics can impact increasing affective commitment (Salahudin et al., 2016; Athar et al., 2016; Gheitani et al., 2018). Furthermore, affective commitment can form high employee performance (Rashid et al., 2003; Pinho et al., 2014; Patiar & Wang, 2016). Furthermore, commitment can mediate the influence of work ethics on performance (Jufrizen et al., 2018).

#### 4. CONCLUSION

Based on the results of the data analysis, several conclusions can be drawn as follows:

- a. Organisational culture positively influences and is significant in affective commitment, so it can be interpreted that the better the organisational culture, the higher the affective commitment.
- b. Work ethics have a positive and significant influence on affective commitment, so the better the employee's work ethics, the higher the affective commitment.
- c. Affective commitment has a positive and significant effect on personnel performance, so the higher the affective commitment, the higher the personnel performance.
- d. Organisational culture has a positive and significant influence on personnel performance, so it can be interpreted that the better the organisational culture, the higher the personnel performance.
- e. Work ethics have a positive and significant influence on personnel performance, so the better the work ethics, the higher the personnel performance.
- f. Organisational culture indirectly influences personnel performance through affective commitment. This proves that affective commitment can mediate the influence of organisational culture on employee performance. The higher the affective commitment, the more it can increase the influence of organisational culture on personnel performance.

- g. Work ethic has an indirect effect on personnel performance through affective commitment. This proves that affective commitment can mediate the effect of work ethic on personnel performance. The higher the affective commitment, the more it can increase the influence of organisational culture on personnel performance.

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