

# ANALYSIS OF THE EFFECT OF ORGANIZATIONAL COMMITMENT, ORGANIZATIONAL CLIMATE AND ORGANIZATIONAL CULTURE ON THE PERFORMANCE OF SUNGAI PENUH CITY FIRE AND RESCUE SERVICE EMPLOYEES

Suhelmi Helia<sup>1</sup>, Salmi<sup>2</sup>, Ropi Depian Wandri<sup>3</sup>, Roni Maiwadri<sup>4</sup>, Darmendra<sup>5</sup>

<sup>1,2,3,4,5</sup>Management, Sekolah Tinggi Ilmu Ekonomi KBP Padang, Indonesia

## ARTICLE INFO

### Keywords:

Performance,  
Organizational commitment,  
Organizational climate  
Organizational culture

## ABSTRACT

This study aims to see the effect of (1) Organizational commitment to the Performance of Sungai Penuh City Fire and Rescue Service Employees. (2) Organizational climate to Sungai Penuh City Fire and Rescue Service Employee Performance. (3) Organizational culture towards the Performance of Sungai Penuh City Fire and Rescue Service Employees. (4) The organization's commitment, organizational climate and organizational culture are mutually impacted on the performance of the Sungai Penuh City Fire and Rescue Service employees. The population in this study was 31 employees of the Sungai Penuh City Fire and Rescue Service. And the technique of determining the sample taken as a respondent with this sampling technique using the total sampling technique (overall sample) total sampling is a sampling technique where the number of samples is equal to the population (Sugiyono, 2017). The reason for taking the total sampling is because according to (Sugiyono, 2017) the total population that is less than 100 the entire population is used as a research sample all. The results of this study show that (1) The organization's commitment has a positive influence on the work of employees in the Sungai Penuh City Fire and Rescue Service. (2) The organizational climate has a positive influence on the performance of employees of the Sungai Penuh City Fire and Rescue Service. (3) The organizational culture provides a positive impact on the performance of the employees of the Sungai Penuh City Fire and Rescue Service. (4) Organizational commitment, organizational climate and organizational culture together have a significant effect on the performance of employees of the Sungai Penuh City Fire and Rescue Service.

Copyright © 2022 Economic Journal. All rights reserved.

It is licensed under a [Creative Commons Attribution-NonCommercial 4.0 International License \(CC BY-NC 4.0\)](https://creativecommons.org/licenses/by-nc/4.0/)

### E-mail:

[suhelmihelia@akbpstie.ac.id](mailto:suhelmihelia@akbpstie.ac.id)

## 1. INTRODUCTION

A government institution or organization as an organization providing public services, was originally designed to facilitate services to the community, but in its development came the fact that the performance and quality of government services were often criticized by various groups. This happens because it is related to poor organizational commitment, poor organizational commitment, low organizational culture and unsupportive motivation. Since the implementation of the Regional Autonomy Law Number 22 and 25 of 1999, local governments throughout Indonesia have undergone significant changes. This can be seen by the emergence of democratic demands at the local level (provinces and regencies/cities) which are getting stronger, the greater the flexibility of local governments to carry out *bottom-up* planning, and the greater the authority delegated to local governments (especially district/city governments).

Law Number 5 of 2014 concerning the State Civil Apparatus (abbreviated as the ASN Law) was born in the context of implementing the ideals of the nation and realizing the goals of the state as stated in the Preamble to the Constitution of the Republic of Indonesia of 1945, it is necessary to build a state civil apparatus that has integrity, professionalism, neutrality and is free from political intervention, clean from corrupt practices, collusion, and nepotism, as well as being able to provide public services for the community and being able to carry out the role of an adhesive element of national unity and unity based on Pancasila and the 1945 Constitution of the Republic of Indonesia. The ASN Law is here to replace Law Number 8 of 1974 concerning the Principles of Personnel as amended by Law Number 43 of 1999 concerning Amendments to Law Number 8 of 1974 concerning the Basic Principles of Personnel because

*Analysis of the Effect Of Organizational Commitment, Organizational Climate And Organizational Culture On The Performance Of Sungai Penuh City Fire And Rescue Service Employees. Suhelmi Helia, et al*

itis not in accordance with national demands and global challenges. The implementation of the management of the state civil apparatus must be based on a comparison between the competencies and qualifications required by the position with the competencies and qualifications possessed by calon in recruitment, appointment, placement, and promotion to positions in line with good governance and in order to realize the state civil apparatus as part of bureaucratic reform, it is necessary to establish the state civil apparatus as pr ofesi who has the obligation to manage and develop himself and is obliged to account for his performance.

In the context of a competitive government, there is a change in government politics and administration through the granting of broad autonomy to the Kabupaten Region and the City Area as intended in Law Number 22 of 1999, impliedly also intended so that each regional government is autonomously able to prepare itself to enter the era of competitive government. This ability is largely determined by the availability of a professional and qualified government apparatus, since the subjects competing are human beings. However, from various research results, it was found that the quality of the apparatus is far from adequate and the poor performance of local governments, especially regencies and cities. The condition that shows that the performance of the bureaucracy in Indonesia is getting worse and more corrupt is a dilemma that often occurs in the current government bureaucracy and is in the spotlight. There is a public response to the performance of government officials who have not shown high capabilities and are not professional and qualified in carrying out their duties, this can be seen through various irregularities that occur in the bureaucracy yang getting worse and resulting in a level of trust society towards bureaucracy is declining. The bureaucracy, which is expected to be able to be a motivator and at the same time a catalyst for the rolling out of development, is apparently unable to carry out its role as a bureaucracy that prioritizes the ability to carry out organizational tasks and functions, responds to public aspirations into organizational activities and programs in giving birth to new innovations that aim to facilitate organizational performance as a bagian of the form of a professional apparatus.

The quality of the apparatus that is far from adequate and the poor performance of the government, one of which can be shown by the statement delivered by the Minister of State Apparatus Empowerment (Minister of State PAN) Faisal Tamim, that there are still many Civil Servants (PNS) who do not come to work or skip class without any apparent reason and the professionalism of the State apparatus is still low, which is around 40% and this figure is far from expectations, As well as of the country's 4 million current number of AI pegawonly 47% are performing well while others are just eating blind paychecks. The performance of the public service bureaucracy in Indonesia, based on a report from The World Competitiveness Yearbook in 1999, is in the group of countries that have the lowest competitiveness index among the 100 most competitive countries in the world (Nawawi, 2008). The Sungai Penuh City Fire and Rescue Service is one of the organizations that also focuses on improving the quality of aparatur. This agency has the task of carrying out Government Affairs in the field of Peace and Public Order and Community Protection sub-Fire which is the authority of the City and the Assistance Duties assigned to the City. In addition to the duties in abag, this organization has the following functions:

1. Policy formulation in the field of Peace and Public Order and Community Protection sub-Fire;
2. Implementation of policies in the field of Peace and Public Order and Community Protection sub-Fire;
3. Implementation of evaluation and reporting in the field of Peace and Public Order and Community Protection sub-Fire;
4. Implementation of the administration of the Fire and Rescue Service in accordance with the scope of its duties; and
5. The performance of other functionsassigned by the Mayor is related to his duties and functions.

In responding to and realizing the goals and functions of the organization, each organization is faced with a series of challenges such as: increasing effectiveness, efficiency and productivity, competitive ability,adjusting to environmental changes, and continuous efforts to maintain harmony between organizational dimensions such as culture, processes and strategies, as well as keeping the organization healthy and resilient in the midst of an environment that continues to be exploring development (French and Bell, 2015). So important is this organizational response, it is also necessary to remind that the future of organizations depends largely on their ability to master changes (Gibson et.al., 2016). The following is the performance data of employees in the Sungai Penuh City Fire and Rescue Service:

Table 1 Employee Performance Report Sungai Penuh City Fire and Rescue Service

No	Program	Capaian (%)			Target (%)
		2019	2020	2021	
1	Office Administration Service Program	90	87	85	100
2	Apparatus Facilities and Infrastructure Improvement Program	92	95	80	100
3	Capacity Building Program Apparatus Resources	80	78	70	100
4	Program for Improving the Development of Performance and Financial Achievement Reporting System	88	84	83	100
5	Institutional and Administrative Capacity Building Program	89	85	80	100
	<b>Average</b>	89	86	81	100

Source : Sungai Penuh City Fire and Rescue Service

Based on Table 1, it can be seen that the performance of employees in the Sungai Penuh City Fire and Rescue Service on average in the agency's strategic goals each year has decreased. In 2019 the strategic goal on average was only achieved 89%, in 2020 it decreased to 86% and in 2021 it experienced an even deeper decline to 81%. The decline in the performance of employees of the Sungai Penuh City Fire and Rescue Service is thought to be influenced by organizational commitment, organizational climate and organizational culture. Commitment is the ability and willingness to align personal behavior with the needs, priorities and goals of the organization. This includes ways of developing goals or meeting organizational needs that essentially put the organization's mission ahead of personal interests. This definition of organizational commitment is interesting, because what is seen is a state of employee psychology to stay afloat in the organization. Some organizations include an element of commitment as one of the conditions for holding a certain position or position in the qualification of a job vacancy. It's just that many employers and employees still don't understand the true meaning of commitment. In fact, this understanding is very important in order to create conducive working conditions so that agencies can run efficiently and effectively.

Organizational commitment reflects how an individual identifies himself or herself with the organization and is tied to its goals. Leaders are advised to increase job satisfaction with the aim of obtaining a higher level of commitment. Furthermore, higher commitments can make it easier to realize higher productivity. The organizational climate has an important role in increasing the motivation of pegawai. The organizational climate results in the emergence of environmental patterns that give rise to motivation and focus on reasonable perceptions and have an impact on the influence on employee motivation. This is reinforced by Stinger (Simamora, 2016) defining the organizational climate as a collection and environmental pattern that determines the emergence of motivation and focuses on perceptions that are reasonable or assessable, so as to have a direct influence on the motivation of members of the organization.

The results of researcher An Rebekah (2013) show that the organizational climate has an influence on employee performance at the Bandung branch of KSP Nasari. The organizational climate and job satisfaction have an important role to play. One of the efforts to increase job satisfaction is by creating a favorable organizational climate. This is reinforced by Kusmaningtyas (2013) in his research showing that the organizational climate has proven to have a significant effect on job satisfaction of PT employees. Persada Jaya Indonesia in Sidoarjo Regency has an impact on this by shaping employee expectations about the consequences that will arise from actions. Creating an organizational climate that is conducive to employees to improve their achievements in order to achieve company goals is not an easy thing. This is because basically humans have different behavioral characteristics. Employees tend to follow the direction of the demands outlined, so how they move is mainly influenced by the organizational climate that is determined by the managers of an organization (Thoha, 2001). So if there is a difference or gap between the perception of employees as subordinates and the leadership's perception of the perceived and expected climate, it will allow the creation of a condition and an unpleasant work situation.

Organizational culture is also very important in improving employee performance. Organizational culture is formed through the interaction between employee behavior that is influenced by values, beliefs, and attitudes that are inherent in individuals combined with the ideal organizational culture desired.

*Analysis of the Effect Of Organizational Commitment, Organizational Climate And Organizational Culture On The Performance Of Sungai Penuh City Fire And Rescue Service Employees. Suhelmi Helia, et al*

Discussing organizational culture itself is essential for an organization, because it will always be related to the life that exists in the company. Culture organization is a philosophy, ideology, values, assumptions, beliefs, expectations, attitudes and norms that are shared and binding in a particular community. Specifically, organizational culture will be determined by the conditions of team work, leaders, and characteristics of organization and the applicable administration process. Why organizational culture is important, because it is those habits that occur in the organizational hierarchy that represent the norms of behavior followed by the members of the organization (Surjosusen, 2015). According to Potu (2017), organizational culture has two functions, namely the function of internal integration and external adaptation. Internally, organizational culture is the character of the organization that makes the members of the organization identify themselves with the organization. The more the identity of the organization is shared by most members of the organization, the more assertive the identity of the organization, the more members of the organization are willing to identify themselves with the organization and the more visible the differences between one organization and another. Meanwhile, the function of external adaptation of organizational culture is to allow the organization to adapt to the external environment. Although the identity of the organization is built and mastered internally by the people in the organization, the purpose of the development is simply so that people in the organization are willing to identify themselves with the organization but also so that outsiders are willing to do the same.

## 2. METHODS

The population in this study was all employees in the Sungai Penuh City Fire and Rescue Service, which numbered 31 people. Penelitan samples are a finite number and part of a population that is selected and representative of that population (A. Muri, 2015). Whereas according to Sugiyono (2017) the sample is part of the number and characteristics that the population has and what is taught from the sample, the conclusion will be able to be given to the population. However, because the sample used was the entire population, the sample in this study was the same as the population, namely all employees in the Sungai Penuh City Fire and Rescue Service, which numbered 31 people.

This sampling dal am technique uses the total sampling technique (overall sample), total sampling is a sampling technique where the number of samples is equal to the population (Sugiyono, 2017). The reason for taking the total sampling is because according to Sugiyono (2017) jum is the population that is less than 100 the entire population is used as a sample for all studies. Hypothesis testing in this study used multiple regression analysis. Multiple regression analysis aims to determine the causal relationship between the variables that affect and the variables that are affected. With the model of the multiple regression equation as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$$

### Where:

Y	= Performance
a	= Intersep constant
X <sub>1</sub>	= Organizational commitment
X <sub>2</sub>	= Organization Climate
X <sub>3</sub>	= Organizational Culture
b <sub>1</sub> , b <sub>2</sub> , ...	= Regression Coefficient
e	= Error Term

## 3. RESULT AND DISCUSSION

### Normality Test

This normality test is used by the authors to test the normality of the regression model. The test was carried out using the *kolmogorov-smirnov* test method against each variable. The regression model is normally distributed when the sign value of *kolmogorov-smirnov* is each variable  $g$  greater than  $\alpha = 0.05$ . Normality test results can be seen in table 2.

Table 2 Normality Test Results

No	Variable	Asymp. Sig. (2-tailed)	Information
1	Performance (Y)	0,246	Normal
2	Organizational commitment (X <sub>1</sub> )	0,102	Normal
3	Organization climate (X <sub>2</sub> )	0,277	Normal
4	Organizational culture (X <sub>3</sub> )	0,200	Normal

*Analysis of the Effect Of Organizational Commitment, Organizational Climate And Organizational Culture On The Performance Of Sungai Penuh City Fire And Rescue Service Employees. Suhelmi Helia, et al*

From Table 2 above, it can be clearly seen, from the normality test results obtained *asympt.sig (2 tailed)* values > 0.05, it can be concluded that the data are normally distributed and meet the prerequisites of the classical assumption test.

### Multicollinearity Test

The Multicollinearity test is useful for testing whether regression models found correlations between independent variables. A good regression model should not correlate among free variables if free variables correlate then these variables are not orthogonal. An orthogonal V is a free variable whose correlation value between fellow free variables = 0 (Ghozali, 2011). Multicollinearity can be seen from tolerance and Variance Inflation Factor (VIF). The way to find out whether there is a multicollinearity test deviation is to look at the Tolerance and VIF values of each independent variable, if the Tolerance value > 0.10 and the VIF value < 10 then the data free from the symptoms of multicollinearity can be seen in table 3.

Table 3 Multicollinearity Test Results

Variable	Collinearity Statistics	
	Tolerance	BRIGHT
Organizational commitment	0,973	1,028
Organization climate	0,996	1,004
Organizational culture	0,975	1,026

Based on the multicollinearity test in the table above, it can be seen that there is no relationship between fellow free variables. So this research model **is free from the problem of multicollinearity**

### Heteroskedasticity Test

The heteroskedasticity test aims to test whether in a regression model there is a dissimilarity of variants from the residual of one observation to another. If the variant from the residual of an observation to another observation remains, then it is called homokedasticity and if it is different it is called heteroskedasticity. Detecting heteroskedasticity in this study using the *Plott Graph (Scatter Plot)* test. This test if there is no clear pattern, such as the spread point above and below the number 0 (zero) on the Y axis then there is no heteroskedasticity. The test results can be seen in figure 1.

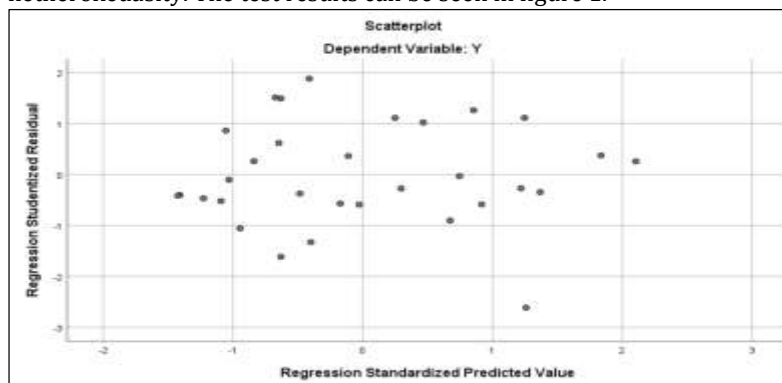


Figure 1 Heteroskedasticity Test Results

In Figure 1 above, it can be seen that there is no clear pattern and the points spread above and below the number 0 on the Y axis. Spreading the data points do not form a wavy pattern widening then narrowing and widening again. The distribution of data points is also not patterned, so this shows that the data in this study did not occur heteroskedasticity

### Multiple Linear Regression Analysis

This analysis is used to determine the magnitude of the influence of free variables on dependent variables. The magnitude of the influence of free variables with bound variables can be calculated through a multiple regression equation. Based on calculations through a computer by using the IBM SPSS for Windows version 26.0 program.

*Analysis of the Effect Of Organizational Commitment, Organizational Climate And Organizational Culture On The Performance Of Sungai Penuh City Fire And Rescue Service Employees. Suhelmi Helia, et al*

Table 5 Recap of Multiple Linear Regression Analysis Test Results

Model	Coefficients <sup>a</sup>				
	Unstandardized Coefficients		Standardized Coefficients	t	Itself.
	B	Std. Error	Beta		
(Constant)	35.486	7.772		4.566	.000
1 Organizational commitment	.299	.130	.404	2.291	.030
Organization climate	.504	.096	.108	4.666	.000
Organizational culture	.445	.084	.096	4.635	.000

a. Dependent Variable: Performance

Based on the regression results from table 5 above, the multiple linear regression equation can be determined in this study as follows:

$$Y = 35.486 + 0.299 (X_1) + 0.504 (X_2) + 0.445 (X_3)$$

The interplay over the obtained regression equation is as follows:

- The constant of 35,486 states that if the variables of organizational commitment ( $X_1$ ), organizational climate ( $X_2$ ), and organizational culture ( $X_3$ ) are considered constant or ignored, then performance is 35,486.
- The organizational commitment regression coefficient ( $X_1$ ) is 0.299 meaning that if another independent variable is fixed in value and the organizational commitment increases by 1 unit of weight, then performance will increase by 0.299, as well as in the opposite situation. A positive coefficient means that organizational commitment has a positive effect on performance.
- The organizational climate regression coefficient ( $X_2$ ) is 0.504 meaning that if another independent variable is fixed in value and the organizational climate increases by 1 unit of weight, then performance will increase by 0.504, as well as in the opposite situation. A positive coefficient means that the organizational climate positively affects performance.
- The organizational culture regression coefficient ( $X_3$ ) is 0.445 meaning that if another independent variable is fixed in value and organizational culture experiences an increase of 1 unit of weight, then performance will increase by 0.445, similarly in the opposite situation. A positive coefficient means that organizational culture positively affects performance.

## Statistical Test

### t-Test Results (Partially)

Hypotheses 1, 2 and 3 in this study were tested for correctness using partial tests. The test is carried out by looking at the level of significance (*p-value*), if the level of significance resulting from the calculation is below 0.05 then the hypothesis is accepted, in turn if the level of significance of the calculated result is greater than 0.05 then the hypothesis is rejected.

- The effect of organizational commitment on performance**  
 From the results of the study, a regression coefficient of 0.299 was obtained and a calculated  $t$  value of  $> t_{table}$  ( $2.291 > 1.976$ ) with a significance sig of  $0.030 < 0.05 \alpha$ , then  $H_1$  was accepted. It can be concluded that organizational commitment has a positive and significant effect on performance. That is, the better the organization's commitment, the more performance will increase. Conversely, the worse the commitment, the lower the performance.
- The effect of organizational climate on performance**  
 The results showed a regression coefficient value of 0.504 and a  $t_{calculated}$   $t$  value of the  $t_{table} > t$  ( $4.666 > 1.976$ ) with a significance of  $0.000 < 0.05 \alpha$ , then  $H_2$  was accepted. It can be argued that the organizational climate has a positive and significant effect on performance. That is, the higher the organizational climate, the more performance increases. Conversely, the lower the organizational climate, the lower the performance.
- The influence of organizational culture on performance**  
 The results showed a regression coefficient value of 0.445 and a calculated  $t$  value of  $> t_{table}$  ( $4.635 > 1.976$ )

*Analysis of the Effect Of Organizational Commitment, Organizational Climate And Organizational Culture On The Performance Of Sungai Penuh City Fire And Rescue Service Employees. Suhelmi Helia, et al*

with a significance of  $0.000 < 0.05 \alpha$ , then  $H_3$  was accepted. It can be concluded that organizational culture has a positive and significant effect on performance. That is, the higher the organizational culture, the more performance increases. Conversely, the lower the organizational culture, the lower the performance

### F Test Results (Together)

The statistical test F basically shows whether all the free variables included in the model have a joint influence on bound or dependent variables (Sugiyono, 2013). Based on the results of data processing that has been carried out in a summary of the results as shown in table 6 below:

Table 6 F Test Results

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Itself.
1	Regression	32.438	3	10.813	6.028	.000 <sup>b</sup>
	Residual	143.950	27	5.331		
	Total	176.387	30			

a. Dependent Variable: Performance

b. Predictors: (Constant), Organizational culture, Organizational commitment, Organizational climate

In table 6 the  $F_{\text{value}}$  is calculated  $> F_{\text{of the table}}$  ( $6.028 > 3.06$ ) with a significance of  $0.000 < 0.05$  ( $\alpha$ ), then  $H_4$  is accepted. This means that the variables of organizational commitment, organizational climate, and organizational culture together have a significant effect on performance in employees of the FullRiver Fire and Rescue Service.

### Coefficient of Determination Testing ( $R^2$ )

Analysis of the coefficient of determination for hard skills, soft skills and motivation for employee performance was carried out using the IBM SPSS for Windows Version 26.0 program with the form of SPSS output as stated below:

Table 7 R Square Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.829 <sup>a</sup>	.687	.652	2.30900

a. Predictors: (Constant), Organizational culture, Organizational commitment, Organizational climate

Based on the results above, the *adjusted R square* value shows 0.652, this indicates that the contribution of variable organizational commitment, organizational climate, and organizational culture to performance in employees of the Sungai Penuh City Fire and Rescue Service is 65.2% while 34.8 % is determined by other factors that were not studied in this study such as organizational image, communication, organizational culture, organizational climate and so on.

## Discussion

### The Effect of Organizational Commitment on Performance

Based on the results of hypothesis testing, namely the t test, a variable sig value  $X_1 = 0.030 < 0.05$  was obtained so that  $H_1$  was accepted, it can be concluded that organizational commitment has a significant effect on performance in employees of the Sungai Penuh City Fire and Rescue Service. The value of the organizational commitment coefficient is 0.299 and has a positive influence or direction on performance. This means that if the organization's commitment is high, then performance is increasing.

The results of a descriptive study of organizational commitment variables found that the respondents' achievement rate was 92.58% in the excellent category. This means that the organizational

commitment felt by employees is very good and makes employees comfortable at work, but there is still a need for improvement so that performance increases.

These findings are in accordance with research conducted by Noppy Risky (2015) in unison that the variables of organizational commitment and organizational climate have a positive and significant effect on employee performance.

#### **The Effect of organizational Climate on Performance**

The results of hypothesis testing, namely the t test, obtained a variable sig value  $X_2 = 0.000 < 0.05$  so that  $H_2$  was accepted, so it can be concluded that the organizational climate has a significant effect on performance in employees of the Sungai Penuh City Fire and Rescue Service. The value of the organization's climate coefficient is 0.504 and has a positive direction towards performance. This means that if the organizational climate of employees is high, then performance is increasing.

The results of a descriptive study of organizational climate variables found that the respondent's achievement rate was 82.51% at the good category. This means that the organizational climate still needs to be improved in order for performance to improve. These findings are in accordance with research conducted by Farid, H. T., & Hamid, (2016) the organizational climate has a significant effect on employee performance.

#### **The Effect of Organizational Culture on Performance**

The results of hypothesis testing, namely the t test, obtained a variable sig value  $X_3 = 0.000 < 0.05$  so that  $H_3$  was accepted, so it can be concluded that organizational culture has a significant effect on performance in Dinas Sungai Penuh City Fire and Rescue Officers. The value of the organizational culture coefficient is 0.445 and has a positive influence or direction on performance. This means that if the organizational culture is high, then performance is increasing.

The results of a descriptive study of organizational culture variables found that the achievement rate of respondents was 74.65% in the fairly good category. This means that organizational culture still needs to be improved in order for performance to improve. These results are in accordance with the same Po research, (2017) Showing that organizational culture, compensation and organizational commitment have a significant effect on employee performance.

#### **The Effect of Organizational Commitment, Organizational Climate, and Organizational Culture on Performance**

Based on the results of the multiple regression analysis by conducting the F test, a significant value of  $0.000 < 0.05$  was obtained so that  $H_4$  was accepted, which means that organizational commitment, organizational climate, and organizational culture together have a significant effect on performance in employees of the Sungai Penuh City Fire and Rescue Service.

From the results of the coefficient of determination test, an *adjusted R square* value of 0.652 was obtained, this indicates that the contribution of variables of organizational commitment, organizational climate, and organizational culture to performance in employees of the Sungai Penuh City Fire and Rescue Service was 65.2% while 34.8% in Determine by other factors that were not studied in this study such as organizational image, communication, motivation, work stress and so on.

#### **4. CONCLUSIONS**

The organization's commitment has a positive and significant effect on performance in Sungai Penuh City Fire and Rescue Service employees. This means that the better the organization's commitment, the more performance will increase. The organizational climate has a positive and significant effect on performance in Sungai Penuh City Fire and Rescue Service employees. This means that the higher the organizational climate, the more performance increases.

Organizational culture has a positive and significant effect on performance in Sungai Penuh City Fire and Rescue Service employees. This result means that the higher the organizational culture, the more performance will increase. The organization's commitment, organizational climate, and organizational culture together have a significant effect on the performance of the Sungai Penuh City Fire and Rescue Service employees.

#### **REFERENCE**

- [1] A.A. Anwar Prabu Mangkunegara. (2016). *Human Resource Management*. Jakarta: Ghalia Indonesia.  
*Analysis of the Effect Of Organizational Commitment, Organizational Climate And Organizational Culture On The Performance Of Sungai Penuh City Fire And Rescue Service Employees. Suhelmi Helia, et al*

- [2] Abdul Razak (2018). Effect of Commitment, Motivation and Work Discipline on Employee Performance in PT. ABC Makassar. *International Journal of Managerial Studies and Research (IJMSR) Volume 3, Issue 12, December 2018, PP 76-89*
- [3] Ambrose, JW dan Kulik, P. (2016). *Organizational Behaviour*. New York: McGraw-Hill Irwin
- [4] Amirullah. (2015). *Introduction to Management*. Jakarta: Media Discourse Partners.
- [5] Arikunto, Suharsimi (2016) *Research Procedures: A Practical Approach, Revised Edition VI*, Jakarta : PT RinekaCipta,
- [6] Badriyah, M. (2015). *Human Resource Management Prints 1*. Bandung: CV Pustaka Setia.
- [7] Bambang Wahyudi. (2 017). *Human Resource Management*. London: Sulita.
- [8] Bungin, Burhan. (2018). *Social & economic research methods: quantitative and qualitative formats for the study of sociology, policy, public, communication, management, and marketing first edition*. Jakarta: kencana prenatal media group.
- [9] Christine Chely Karundeng. (2016). The Effect of Organizational Climate on Employee Performance at PT. Taspen (Persero) Manado Branch". *Journal of Business Administration (JAB)*, 1(11), 1–9.
- [10] Dwiyanto, Agus. Partini. Ratminto. Wicaksono. Bambang. Tamtari. Wini. Kusumasari. Beveola. Noah Muhammad. 2002. Public Bureaucratic Reform in Indonesia, published by the Center for Population and Policy Studies UGM. Yogyakarta: Galang Printika.
- [11] Fahmi, I. (2016). *Human Resource Management*. Yogyakarta: Alfabeta.
- [12] Farid, H. T., & Hamid, D. (2016). The Influence Of Organizational Culture On Discipline And Employee Performance Pt . Pln East Java Distribution Malang Area. *Journal of Business Administration (JAB)*, 1(32), 75–81.
- [13] Farizki, M. R., & Wahyuati, A. (2017). The Influence of Organizational Culture and Organizational Commitment on Medical Employee Performance. *Journal of Management Science and Research*, 6(5), 67–78.
- [14] French, Wendell L. and bell. Cecil H. 2015. *Organization Development, Behavioral Science Intervention for Organizations Improvement*, Prentice Hall international.Inc. New Jersey: Englewood Chiffs.
- [15] Ghozali, I. (2017). *Multivariate Analysis Application with SPSS Program*. Semarang: Dipenogoro University.
- [16] Gibson, James L. Ivancevich. John M. Donnely JR. James H. 2016. *Organization of Structural Behavior. Process*. Eighth edition. Jakarta: Binarupa Aksara.
- [17] Hamali, A. Y. (2016). *Understanding Human Resources*. Yogyakarta: CAPS (Center for Academic Publishing Service).
- [18] Handoko, T. H. (2010). *Personnel and Human Resource Management*. Yogyakarta: BPFE.
- [19] Hasibuan, M. S. . (2017). *Management: Foundation, Definition, and Problems*. Jakarta: PT Aksara.
- [20] Keban, Jeremiah T. 2014. *Six Strategic Dimensions of Public Administration*. Yogyakarta: Gava Media.
- [21] Mangkunegara. (2016). *Human Resource Management*. Jakarta: Ghalia Indonesia.
- [22] Marzuki, (2015), *Research Methodology*, Yogyakarta: Ekonisia
- [23] Meitaningrum, D. A. et al. (2013). Effectiveness of Education and Training in Improving Employee Performance. *Journal of the Administ of the Public Constellation Vol. 1*.
- [24] Mondy, R. Wayne. 2018. *Human Resource Management*. Fourth Edition. London: British Library.
- [25] Moleong, Lexy J. (2017) *Qualitative Research Methodology*, Publisher PT Remaja Rosdakarya Offset, Bandung
- [26] Munandar, A. S. (2018). *Industrial and Organizational Psychology*. Depok: University of Indonesia (UI-Press).
- [27] Nawawi, H. (2015). *Human Resource Management For Competitive Business*. Yogyakarta: Gajah Mada University Press.
- [28] Noppy Risky (2015). The Influence Of OrganiCulture And Leadership Style On Employee Performance. Case studies on PT. Sumatera Makmur Lestari Sintang Branch, West Kalimantan. *Journal of Management and Entrepreneurship, Vol. 7, No. 2, September 2015: 181-198*.
- [29] Nurcholis, Hanif. 2007. Validating the organizational climate measure: links to managerial practices, productivity and innovation. *Sriwijaya Journal of Management and Business Vol. 3 No. 6. December 2005*.
- [30] Patterson, West, Shackleton, Dawson, Lawthom, Maitlis, Robinson, Wallace. Validating the organizational climate measure: links to managerial practices, productivity and innovation. *Journal of Organizational Behavior J. Organiz. Behav. 26, 379–408 (2005)*.

*Analysis of the Effect Of Organizational Commitment, Organizational Climate And Organizational Culture On The Performance Of Sungai Penuh City Fire And Rescue Service Employees. Suhelmi Helia, et al*

- [31] Pradeep, D. D&Prabhu, N. R. V. (2011). The Relationship between Effective Commitment and Employee Performance. International Conference On Advancements In Information Technology With Workshop OfICBMG IPCSIT Vol.20 IACSIT Press,Singapore.
- [32] Potu, A. (2017). Commitment, Motivation, and Organizational Commitment The effect is on employeeperformance at the Regional Office of the Directorate General of State Assets of Suluttenggo and North Maluku in Manado. *EMBA Journal*, 1(4), 1208–1218.
- [33] Posama, (2017), the effect of competence, compensation and commitment on employee performance. *Journal of Management and Entrepreneurship*, 2(3), 57–63.
- [34] Rahadi, D. R. (2016). *Human Resource Performance Management*. Malang: Tunggal Mandiri Publishing
- [35] Rahardjo (2015). The effect of organizational commitment, work compensation on employee performance. *Scientific Journal of Management Study Program, Pamulang University*, 2(4), 87–96
- [36] Rivai, Z. (2015). *Human Resource Management For Agencies*. Depok: PT Rajagrafindo.
- [37] Robbins, S. . and J. T. . 2015. *Organizational Behavior*. Jakarta: Salemba Empat.
- [38] Thoah, Miftah. 2001. *Organizational Behavior*. First Edition Jakarta: PT. King Grafindo Persada
- [39] Santoso, Singgih. 2015 . SPSS processes statistical data professionally. Jakarta: PT elex media Komputindo Gramedia group.
- [40] Simamora, H. 2016. *Human Resource Management*. Yogyakarta: STIE YKPN.
- [41] Sugiyono. (2017). *Quantitative Research Methods, Qualitytif, and R&D*. London: Alfabeta.
- [42] Surjosusen. (2015). The influence of organizational culture on employee performance. *Journal of Business Management*, 6(1), 129–147.
- [43] Sutrisno, E. (2017). *Human Resource Management First Edition*. Jakarta: Kencana Prenada Media Group.
- [44] Regional Autonomy Law Number 22 and 25 of 1999.
- [45] Wirawan. (2017). *Leadership: Theory, Psychology, Organizational Behavior, Application and Research*. Jakarta: PT Raja Grafindo Persada.
- [46] Wazirman (2020). The Influence of Organizational Culture, Leadership Behavior, Civil Servants Characters, and Planning Quality of Government Performance. *Jour of Adv Research in Dynamical & Control Systems*, Vol. 12, No. 3, 2020