

## Analysis of Organizational Culture and Human Resource Development on Organizational Commitment with Public Motivation as a Mediating Variable at the Medan Sunggal District Office

### Analisis Budaya Organisasi dan Pengembangan Sumber Daya Manusia terhadap Komitmen Organisasi dengan Motivasi Publik sebagai Variabel Mediasi pada Kantor Camat Medan Sunggal

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#### ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh budaya organisasi dan pengembangan sumber daya manusia terhadap komitmen organisasi dengan Motivasi Pelayanan Publik (Public Service Motivation/PSM) sebagai variabel mediasi pada Kantor Camat Medan Sunggal. Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei. Populasi penelitian terdiri dari seluruh pegawai negeri sipil pada Kantor Camat Medan Sunggal yang berjumlah 90 orang, dan seluruhnya dijadikan sebagai sampel penelitian. Data dikumpulkan melalui kuesioner dan dianalisis menggunakan metode Partial Least Squares–Structural Equation Modeling (PLS-SEM) dengan bantuan aplikasi SmartPLS. Hasil penelitian menunjukkan bahwa budaya organisasi berpengaruh positif dan signifikan terhadap komitmen organisasi, namun tidak berpengaruh signifikan terhadap Motivasi Pelayanan Publik. Pengembangan sumber daya manusia tidak memiliki pengaruh langsung yang signifikan terhadap komitmen organisasi, tetapi berpengaruh positif dan signifikan terhadap Motivasi Pelayanan Publik. Selanjutnya, Motivasi Pelayanan Publik terbukti berpengaruh positif dan signifikan terhadap komitmen organisasi. Pengujian efek mediasi menunjukkan bahwa Motivasi Pelayanan Publik tidak memediasi pengaruh budaya organisasi terhadap komitmen organisasi, namun berperan sebagai variabel mediasi yang signifikan dalam hubungan antara pengembangan sumber daya manusia dan komitmen organisasi. Temuan ini menunjukkan bahwa peningkatan komitmen organisasi di lingkungan Kantor Camat Medan Sunggal lebih efektif dicapai melalui penguatan budaya organisasi secara langsung serta melalui pengembangan sumber daya manusia yang mampu meningkatkan motivasi pelayanan publik pegawai. Penelitian ini memberikan implikasi praktis bagi pengelolaan sumber daya manusia sektor publik dalam merancang kebijakan pengembangan SDM dan penguatan nilai-nilai pelayanan publik guna meningkatkan komitmen organisasi.

#### ABSTRACT

This study aims to analyze the influence of organizational culture and human resource development on organizational commitment with Public Service Motivation (PSM) as a mediating variable at the Medan Sunggal Sub-District Office. The study used a quantitative approach with a survey method. The research population consisted of all 90 civil servants at the Medan Sunggal Subdistrict Office, all of whom were included in the sample. Data were collected through questionnaires and analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with the help of SmartPLS. The results of the study indicate that organizational culture has a positive and significant effect on organizational commitment, but does not have a significant effect on Public Service Motivation. Human resource development does not have a significant direct effect on organizational commitment, but has a positive and significant effect on Public Service Motivation. Furthermore, Public Service Motivation has a positive and significant effect on organizational commitment. Mediation effect testing shows that Public Service Motivation does not mediate the effect of organizational culture on organizational commitment, but acts as a significant mediating variable in the relationship between human resource development and organizational commitment. These findings indicate that increasing organizational commitment in the Medan Sunggal Subdistrict Office environment is more effectively achieved through direct strengthening of organizational culture and through human resource development that can increase employees' public service motivation. This study provides practical implications for public sector human resource management in designing human resource development policies and strengthening public service values to increase organizational commitment.

## INTRODUCTION

Quality public service is highly dependent on the performance and commitment of public sector employees in carrying out their duties. Therefore, high organizational commitment is very important in improving the quality of public services, especially at the Medan Sunggal Sub-District Office. According to

Robinson and Judge (2020), organizational commitment is one of the main factors that influence employee performance. Employees who have a high commitment to the organization tend to work better and provide better services to the community. One factor that influences organizational commitment is Public Service Motivation (PSM), which is an individual's intrinsic motivation to serve the public and contribute to the public interest. Lu and Chen (2022) argue that PSM is an individual's predisposition to engage in public sector work, with the main goal not being personal gain, but social service and community welfare. They add that PSM has a significant influence on work engagement and organizational commitment, which in turn contribute to increased job satisfaction in the public sector.

On the other hand, a positive and supportive organizational culture can strengthen employees' commitment to organizational goals. Schein (2010) explains that a healthy organizational culture creates patterns of behavior that influence organizational effectiveness, including in public service. A culture that supports values such as transparency, collaboration, and innovation will create a conducive work environment, enabling employees to work better and increasing their motivation to serve the community. In addition, targeted human resource development also plays an important role in improving service quality and strengthening employee commitment to organizational goals. Marmaya (2019) states that good human resource competency development can improve employee performance and create higher quality public services.

Based on this, this study aims to analyze the influence of organizational culture and human resource development on organizational commitment, with Public Service Motivation (PSM) as a mediating variable. This study is expected to provide deeper insights into the relationship between organizational culture, human resource development, and organizational commitment in the context of public service at the Medan Sunggal Sub-District Office.

## LITERATURE REVIEW

### Organizational Commitment

Wibowo (2022) defines organizational commitment as a form of employee attachment demonstrated through a willingness to support organizational goals, remain part of the organization, and contribute optimally to their work. Indicators of Organizational Commitment, according to Wibowo (2022) in his book Performance Management, organizational commitment can be seen from the following main indicators: Employee Engagement, employees demonstrate active involvement in their work and organizational activities and have a sense of ownership of their tasks and responsibilities. Willingness to Work for the Organization, employees are willing to go the extra mile, work hard, and show high dedication to achieve organizational goals. Desire to Stay, employees have a strong desire to maintain their membership in the organization and have no intention of moving elsewhere. Pride in the Organization, employees feel proud to be part of the organization and positively associate their identity with the institution.

### Public Service Motivation (PSM)

According to Lu & Chen (2022), public service motivation is an individual's predisposition or motivation in the public sector that is related to the desire to serve the community and the public interest, rather than merely economic motives or personal gain. Indicators of Public Service Motivation, the main indicators of public service motivation proposed by Lu & Chen (2022) and other studies are: Attraction to Public Policy Making (APM), Individuals with high PSM tend to be attracted to working in decision-making or policy-making that affects the wider community. This indicates a motivation to contribute to the development and improvement of public systems. Commitment to Public Interest (CPI), Individuals with PSM have a high concern for the welfare of others and are oriented toward achieving goals that are greater than personal gain. They are committed to providing services that benefit society. Compassion (COM), Motivation to help those in need, such as providing attention or support to the poor or less fortunate. This demonstrates a drive to provide services with empathy and care. Self-Sacrifice (SS), Individuals with high PSI are willing to sacrifice their time, energy, or personal gain for the benefit of others. This demonstrates a willingness to work hard without expecting significant material rewards. Public Service Identity (PSI), Indicates how strongly individuals identify themselves with work in the public sector and feel connected to the mission and values of public institutions. This identity includes a sense of belonging to the organization or public service mission. Work Engagement (WE), Individuals with high PSM are usually emotionally and actively involved in their work, feel enthusiastic and attentive to their tasks, and strive to give their best. Organizational Commitment (OC), Strong PSM is associated with high commitment to the organization where individuals work, including loyalty to the organization's mission and dedication to achieving organizational goals. Job Satisfaction (JS), Individuals with high PSM tend to feel

satisfied with their work, as they feel that their work makes a positive contribution to society and adds value to their lives.

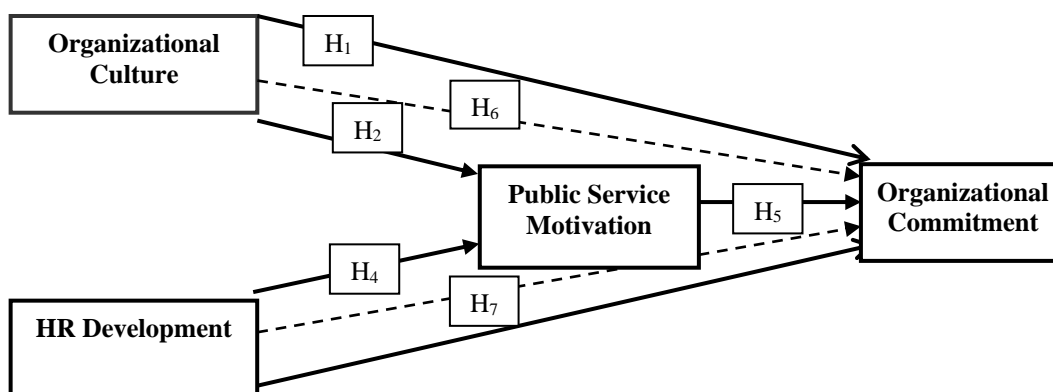
## Human Resource Development

According to Wijaya (2023), human resource development is a planned and continuous effort to improve employees' skills, work efficiency, and readiness to face change, thereby ultimately encouraging their commitment to the organization. When employees feel that the organization provides opportunities for learning and development, they will show pride, loyalty, and a stronger desire to contribute their best to the organization. Indicators of Human Resource Development According to Wijaya (2023), Skill Improvement is human resource development must be able to improve employees' technical and non-technical skills. Improved Work Efficiency, Human resource development improves employees' ability to work faster, more accurately, and more effectively. Improved Readiness to Face Change, Development programs make employees better prepared to face changes in technology, work methods, and organizational demands. Organizational Support for Learning and Development, When organizations provide opportunities for learning and development, employees demonstrate high loyalty. Opportunities for Self-Development and Career Growth, The importance of development opportunities is that employees feel valued and proud of the organization. The Impact of Development on Employee Attitude and Loyalty, Good human resource development "increases pride, loyalty, and the desire to give one's best contribution."

## Organizational Culture

Understanding Organizational Culture according to the National Institute for Health and Care Excellence (2023), organizational culture is understood as a set of shared beliefs and expectations among members of an organization, which shape shared norms, values, and perspectives. Indicators of Organizational Culture according to the National Institute for Health and Care Excellence (2023), the indicators of organizational culture are: Organizational commitment, Top leadership prioritizes employee health and well-being as a strategic priority; links well-being to productivity; all managers are committed and serve as role models. Participation and trust, Workers feel accepted, trusted, and involved in two-way communication channels; line managers provide space for worker input. Line managers' leadership style, Line managers are open, approachable, encourage new ideas, take preventive action on welfare issues; this influences the culture. Physical work environment and supportive procedures, Policies and procedures that ensure workers have facilities, reasonable working hours, regular breaks, and a safe and well-maintained environment.

Figure 1. Conceptual Framework



## Research Hypothesis

- H1: Organizational culture has a positive and significant effect on organizational commitment at the Medan Sunggal Sub-District Office .
- H2: Organizational culture has a positive and significant effect on public service motivation at the Medan Sunggal Subdistrict Office.
- H3: Human resource development has a positive and significant effect on organizational commitment at the Medan Sunggal Subdistrict Office.
- H4: Human resource development has a positive and significant effect on public service motivation at the Medan Sunggal Subdistrict Office.
- H5: Public service motivation has a positive and significant effect on organizational commitment at the Medan Sunggal Subdistrict Office.

- H6 Organizational culture has a positive and significant effect on organizational commitment through public service motivation at the Medan Sunggal Subdistrict Office.
- H7: Human resource development has a positive and significant effect on organizational commitment through public service motivation at the Medan Sunggal Subdistrict Office.

## RESEARCH METHOD

### Type of Research

The type of research used by the researcher is quantitative research. According to Sugiyono (2022), quantitative research can be defined as a method based on positivism philosophy, used to study a specific population or sample, with sampling techniques generally conducted randomly, data collection using research instruments, and quantitative/statistical data analysis with the aim of testing predetermined hypotheses. This type of quantitative research was conducted to create a study aimed at adjusting a study and analyzing organizational culture and human resource development in relation to organizational commitment with public service motivation as a mediating variable at the Medan Sunggal Sub-District Office.

## RESULT AND DISCUSSION

### Outer Model Analysis

Outer Model Analysis using the PLS Algorithm produced the following results with **Validity Test**

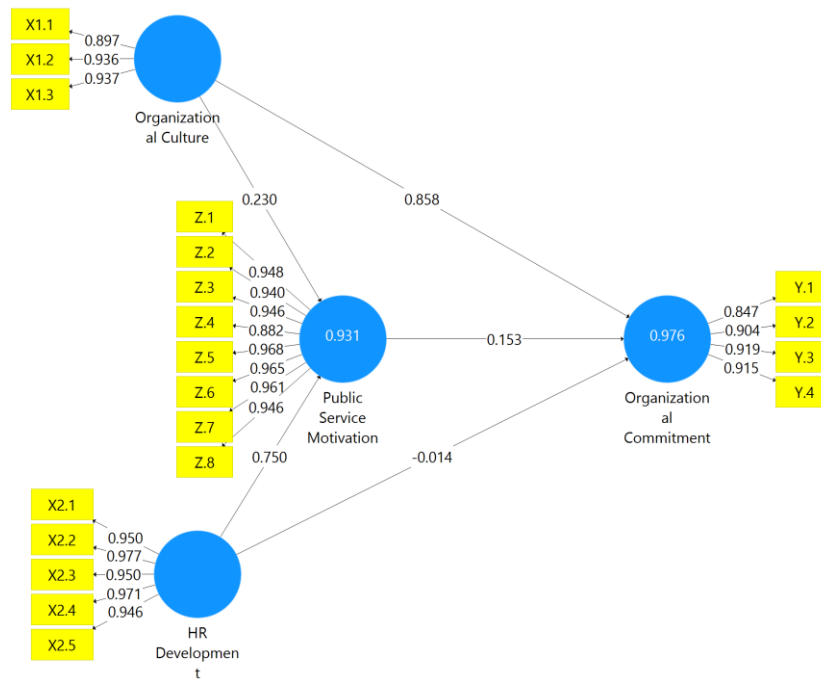
**Table 1. Outer Loadings Values**

	HR Development	Organizational Commitment	Organizational Culture	Public Service Motivation
X1.1			0.897	
X1.2			0.936	
X1.3			0.937	
X2.1	0.950			
X2.2	0.977			
X2.3	0.950			
X2.4	0.971			
X2.5	0.946			
Y.1		0.847		
Y.2		0.904		
Y.3		0.919		
Y.4		0.915		
Z.1				0.948
Z.2				0.940
Z.3				0.946
Z.4				0.882
Z.5				0.968
Z.6				0.965
Z.7				0.961
Z.8				0.946

Source: Smart PLS Output, 2025

Based on the values in Table 1 above, which show the results of outer model testing through loading factor/outer loadings values, all indicators in each variable have a loading value  $\geq 0.70$ . This indicates that each indicator is measured validly and strongly. Therefore, it can be concluded that all items in the questionnaire have met the validity criteria, as shown in the following figure.

Figure 2. Outer Loading



In this study, there is an equation, and that equation consists of two substructures for substructure 1:

$$Z = \beta_1 X_1 + \beta_2 X_2 + e_1$$

$$Z = 0.230X_1 + 0.750X_2 + e_1$$

For substructure 2:

$$Y = \beta_2 X_1 + \beta_3 X_2 + \beta_3 Z + e_2$$

$$Y = 0.858X_1 + 0.014X_2 + 0.153Z + e_2$$

### Reliability Test

Table 2. Construct Reliability and Validity Test

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
HR Development	0.978	0.979	0.983	0.919
Organizational Commitment	0.918	0.921	0.942	0.804
Organizational Culture	0.914	0.916	0.946	0.853
Public Service Motivation	0.983	0.983	0.985	0.893

Source: Smart PLS Output, 2025

From Table 2 above, the reliability test results show that the Cronbach's Alpha and Composite Reliability values for all constructs are above 0.70. This indicates that all indicators have high internal consistency and are reliable in measuring their respective constructs. Thus, the research instrument is declared reliable and suitable for use in structural model testing.

### Coefficient of Determination (R²)

In assessing the model with PLS, we begin by looking at the R-square for each dependent latent variable. The table below shows the R-square estimation results using SmartPLS.

Table 3. R Square Results

	R-Square	Adjusted R-Square
Public Service Motivation	0.931	0.929
Organizational Commitment	0.976	0.975

Source: Smart PLS, 2025

Table 3 shows the R-squared values for both dependent variables. For the public service motivation variable, the R square value is 0.931, meaning that the influence of organizational culture and human resource development is 0.931 or 93.1%, with the remainder attributable to other variables outside the model. The R square value for employee performance is 0.976, meaning that organizational culture, human resource development, and public service motivation account for 0.976 or 97.6%, with the remainder attributable to other variables outside the model.

#### Hypothesis Testing , Direct Influence Between Variables.

The direct effect between variables can be seen in the *path coefficients*. The data analysis results show the direct effect values in the following table.

**Table 4. Path Coefficients (Direct Effects)**

	Original Sample	T Statistics	P Values	Conclusion
Organizational Culture -> Organizational Commitment	0.858	12.780	0.000	Accepted
Organizational Culture -> Public Service Motivation	0.230	1.840	0.066	Rejected
HR Development -> Organizational Commitment	0.014	0.177	0.860	Rejected
HR Development -> Public Service Motivation	0.750	6.138	0.000	Accepted
Public Service Motivation -> Organizational Commitment	0.153	2.037	0.042	Accepted

Source: Smart PLS Output, 2025

The results in Table 4 show the following direct influence values: Organizational culture has a positive and significant effect on organizational commitment, with a t-statistic value of 12.780 above 1.96 and a significance of 0.000 below 0.05, meaning that organizational culture has a real effect on organizational commitment because the significance value is below 0.05. The results of this study are in line with previous studies, namely that organizational culture has a positive and significant effect on organizational commitment (Sebayang & Ferine, 2023; Rahman, K., & Mesra, 2023; Muslim & Indrawan, 2024).

Organizational culture has a positive but insignificant effect on public service motivation, with a t-statistic value of 1.840 below 1.96 and a significance of 0.066 above 0.05, meaning that organizational culture does not have a significant effect on public service motivation because the significance value is above 0.05. The results of this study are not in line with previous studies, which found that organizational culture has a positive and significant effect on public service motivation (Lee et al., 2025).

Human resource development has a positive but insignificant effect on organizational commitment with a t-statistic value of 0.177 below 1.96 and a significance of 0.860 above 0.05, meaning that human resource development has a real effect on organizational commitment because the significance value is above 0.05. The results of this study are not in line with the results of previous studies, namely that human resource development has a positive and significant effect on organizational commitment (Rahayu et al., 2019).

Human resource development has a positive and significant effect on public service motivation with a t-statistic value of 6.138 above 1.96 and a significance of 0.000 below 0.05, meaning that human resource development has a significant effect on public service motivation because the significance value is below 0.05. The results of this study are in line with previous research findings, namely that HRD has a positive and significant effect on public service motivation (Piatak et al., 2020).

Public service motivation has a positive and significant effect on organizational commitment with a t-statistic value of 2.037 above 1.96 and a significance of 0.042 below 0.05, meaning that public service motivation has a significant effect on organizational commitment because the significance value is below 0.05. The results of this study are in line with previous studies, namely that public service motivation has a positive and significant effect on organizational commitment (Lu & Chen, 2022).

#### Indirect Effects Between Variables

The indirect effect between variables can be seen in the *specific indirect effects* value. The data analysis results show the indirect effect value in Table 5 below.

**Table 5. Specific Indirect Effects**

	Original Sample	T Statistics	P Values	Conclusion
Organizational Culture -> Public Service Motivation -> Organizational Commitment	0.035	1.120	0.263	Rejected
HR Development -> Public Service Motivation -> Organizational Commitment	0.115	1.985	0.048	Accepted

Source: Smart PLS, 2025

Table 5 shows the indirect effects between variables, namely: Organizational culture has a positive but insignificant effect on organizational commitment through public service motivation with a t-statistic value of 1.120 below 1.96 and a significance value of 0.263 above 0.05, meaning that public service motivation does not act as an intervening variable between organizational culture and organizational commitment.

Human resource development has a positive and significant effect on organizational commitment through public service motivation with a t-statistic value of 1.985 above 1.96 and a significance value of 0.048 below 0.05, meaning that public service motivation acts as an intervening variable between human resource development and organizational commitment.

## CONCLUSION AND RECOMMENDATION

### Conclusion

1. Organizational culture has a positive and significant effect on organizational commitment at the Medan Sunggal Sub-District Office.
2. Organizational culture has a positive but insignificant effect on public service motivation at the Medan Sunggal Sub-District Office.
3. Human resource development has a positive but insignificant effect on organizational commitment at the Medan Sunggal Subdistrict Office.
4. Human resource development has a positive and significant effect on public service motivation at the Medan Sunggal Subdistrict Office.
5. Public service motivation has a positive and significant effect on organizational commitment at the Medan Sunggal Subdistrict Office.
6. Organizational culture has a positive but insignificant effect on organizational commitment through public service motivation at the Medan Sunggal Subdistrict Office.
7. Human resource development has a positive and significant effect on organizational commitment through public service motivation at the Medan Sunggal Subdistrict Office.

### Recommendation

1. Organizational commitment with the lowest value statement is "I am actively involved in the activities and work of this organization." Therefore, the recommendation is that the Medan Sunggal Sub-District Office needs to increase the active involvement of employees by strengthening participation in work planning and implementation, providing clear delegation of authority, and linking daily tasks to public service values (Public Service Motivation) so that employees feel that their work is meaningful and has a direct impact on the community.
2. Public Service Motivation with the lowest value statement being "I am willing to sacrifice my personal interests for the sake of public service." The Medan Sunggal Sub-District Office needs to strengthen the internalization of public service values through leadership role modeling, non-material recognition of employee dedication, and strengthening the meaning of the social impact of work so that employees' willingness to prioritize public interests increases.
3. Human Resource Development with the lowest value statement "Human Resource Development encourages employees to work together to solve work problems". The Medan Sunggal Sub-District Office needs to direct human resource development towards collaborative training and team-based problem solving, so that employees are accustomed to working together to solve work problems effectively and with a focus on public service.

4. Organizational culture with the lowest value statement "I am proud to be part of the organization where I work". The Medan Sunggal Sub-District Office needs to increase employee pride in the organization by strengthening communication of its vision and mission, openly displaying its achievements and the impact of its services on the community, and providing appreciation for employee contributions so that the organization's identity and image are perceived positively by all employees.

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