Research Article

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The Influence of Work Culture and Competence on Employee Performance with Commitment as an Intervening Variable at BPJS Employment Branch Offices in Medan Raya

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Abstract: *This research aims to analyze the influence of work culture and competency on employee performance with commitment as an intervening variable at BPJS Employment Branch Offices throughout Medan Raya. A quantitative approach was used in this research, with data collection through questionnaires distributed to employees as respondents. The data analysis technique uses the Partial Least Square (PLS) method to test direct and indirect relationships between research variables. The results of this research are as follows: Work Culture has a positive and significant effect on Employee Performance with an original sample value of 0.267 and ap value of 0.002. Work Culture has a positive and insignificant effect on Commitment with an original sample value of 0.110 and ap value of 0.153. Commitment has a positive and significant effect on Employee Performance with an original sample value of 0.298 and ap value of 0.016. Competency has a positive and significant effect on employee performance with an original sample value of 0.370 and ap value of 0.012. Competence has a positive and significant effect on Commitment with an original sample value of 0.804 and ap value of 0.000. Work Culture has a positive and insignificant effect on employee performance through Commitment with an original sample value of 0.033 and ap value of 0.173. Competence has a positive and insignificant effect on employee performance through Work Commitment with an original sample value of 0.240 and ap value of 0.027.*

Keywords*: Work Culture, Competence, Commitment, Employee Performance.*

Introduction

BPJS Ketenagakerjaan Medan Raya Branch Office has a fairly good employee performance work culture, this can be seen from several achievements in getting the best service for its customers. For this reason, this study provides a discussion of the influence of work culture as a moderating variable with the application of competency and commitment of BPJS Ketenagakerjaan Medan Raya Branch Office employees on employee performance in the office.

Employees are the main assets of the company who are active actors in every organizational activity. Employees have different feelings, thoughts, desires, status, educational background, age and gender that are brought into the company so that employees are valuable company assets that must be maintained properly. Therefore, the company and employees must be able to work together to realize discipline in carrying out every job so that it can improve good performance. Good employee performance is something that all companies desire. The more disciplined employees in a company, the more the company's overall performance or productivity will increase. Employee performance can be seen from how much employees give energy, thoughts or contribute to the organization.

Human Resources (HR) is an important supporting variable to be considered for the company's targets to be achieved, the company must be able to have Human Resources (HR) who have shown capacity, enthusiasm, and loyalty to the company in achieving the targets set by the company (Farisi, 2020). According to Rivai (in Kusuma et al, 2020) employee performance is the result of a person's overall work

which includes quantity and quality during a certain period according to the targets set by the organization or company. Good employee performance can produce good work output too.

Work culture is a value and perception that is shared by every member of the work force. The ability of employees to work with others is still low. So the tendency to do their jobs will also be low. This shows that work culture is less able to improve employee performance. Because culture allows people to see the alignment of goals and motivates them to a higher level, as shared values make people feel good about the organization and their potential abilities are sincere to the company. Newstrom (2015) states that work culture is the study and application of knowledge about how people act in a company. Edison (2022) states that work culture is the result of a process of melting and merging the cultural style and/or behavior of each individual that was previously brought into new norms and philosophies, which have energy and group pride in facing something and certain goals.

The competence possessed by a person is considered capable of fulfilling more optimal employee performance. Competence is very much needed in every human resource process. The more competence is considered, the more its performance will increase. Employee competence consisting of knowledge, skills/abilities, attitudes is adjusted to the field of work required by the organization, so that it can produce high-achieving employee performance. According to Dessler (2015), competence is a human characteristic that can be observed and measured that makes performance possible. According to Syahputra and Tanjung (2020), competence is one of the determining factors for increasing the efficiency of employee abilities, so companies must pay attention to competency issues within the organization or company. Competence is the ability of employees as seen from the physical or non-physical potential possessed by each employee in order to be able to carry out the mandate and occupy positions in higher education (Jan and Hasan, 2020). Therefore, competence has a significant influence on commitment based on research conducted by (Anggraini and Fauzan, 2022) entitled The Influence of Competence, Self-Efficacy and Work Motivation on Organizational Commitment.

Commitment is one of the topics that is always a good reference for the management of an organization and researchers with a special interest in human behavior (Yusuf and Syarif, 2018). There are several factors that influence commitment, namely employee empowerment, work discipline and competence. Basically, every company will try to improve and expand the company by doing various ways to instill employee traits to commit to the company. The first factor that influences organizational commitment is employee empowerment, good employee empowerment can increase employee company commitment (Saputra and Wibawa, 2018), while according to Saputra and Fermayani (2019) employee empowerment is the encouragement of someone to develop their personal responsibility to do their work which is linked to achieving company goals. Employee empowerment greatly influences commitment so that it can increase the sense of responsibility and increase organizational commitment in every individual who works in the company. The empowerment of employees also makes the company have potential employees and increases employee self-confidence because employees feel they can be responsible for the tasks given by their superiors can be completed on time.

Based on the description above, the researcher is interested in conducting research with the title The Influence of Work Culture and Competence on Employee Performance with Commitment as an Intervening Variable at BPJS Employment Branch Offices in Medan Raya.

The formulation of the problem in this study is as follows:

1. What is work culture?has a positive and significant influence on commitment to BPJS Employment Branch Offices throughout Medan Raya.

2. What is work culture?has a positive and significant effect on employee performance at BPJS Employment Branch Offices throughout Medan Raya.

3. What is competence?has a positive and significant influence on commitment to BPJS Employment Branch Offices throughout Medan Raya.

4. Does competence have a positive and significant influence on employee performance at BPJS Employment Branch Offices throughout Medan Raya?

5. Does commitment have a positive and significant effect on employee performance at BPJS Employment Branch Offices throughout Medan Raya?

6. Does work culture have a positive and significant effect on employee performance with commitment as an intervening variable at BPJS Employment Branch Offices throughout Medan Raya.

7. Does competence have a positive and significant effect on employee performance with commitment as an intervening variable at BPJS Employment Branch Offices throughout Medan Raya.

Research purposes

1. To find out and analyze the influence of work culturetowards the commitment to BPJS Employment Branch Offices throughout Medan Raya.

2. To find out and analyze the influence of work culture on employee performance at BPJS EmploymentBranch Offices Throughout Medan Raya.

3. To find out and analyze the influence of competencetowards the commitment to BPJS Employment Branch Offices throughout Medan Raya.

4. To determine and analyze the influence of competence on employee performance at BPJS Employment Branch Offices throughout Medan Raya.

5. To determine and analyze the influence of commitment on employee performance at BPJS Employment Branch Offices throughout Medan Raya.

6. To find out and analyze the influence of work culture on employee performance with commitment as an intervening variable at BPJS Employment Branch Offices throughout Medan Raya.

7. To find out and analyze the influence of competence on employee performance with commitment as an intervening variable at BPJS Employment Branch Offices throughout Medan Raya.

Literature Review

Work Culture

According to Kaesang et.al., (2021) work culture is generally a necessity that binds employees because it is formally in the rules or provisions within an organization. Therefore, work culture can influence the attitudes and ways of behaving of employees. According to Nurhadijah (2017) work culture is a way of thinking that is based on a way of looking at life as a value, habit and also a driver that is cultivated in a group and is reflected in attitudes that become behavior, ideals, opinions and views in work.

Work Culture Indicators

According to Nurhadijah (2017), the work culture indicators are as follows:

a. Discipline

Behavior that always adheres to the rules and norms that apply inside and outside the company. Employees who have high discipline have the characteristics of carrying out good rules and responsibilities, discipline in time and attendance, discipline in dressing.

b. Openness

Readiness to give and receive correct information from and to fellow partners for the benefit of the company. Openness in this case is the ability to express opinions and feelings honestly and be direct.

c. Mutual respect

Behavior that shows respect for individuals, tasks and responsibilities of other people as fellow co-workers. Indicators of mutual respect include: allowing others to do things according to their rights, respecting other people's opinions, and being respectful to every employee.

d. Cooperation

Willingness to give and receive contributions from and/or to work partners in achieving company goals and targets.

Job Competence

According to Rahmat (2019) competence is a person's characteristic related to effective and/or superior performance in a particular work situation. Competence is said to be a basic characteristic because individual characteristics are a deep and inherent part of a person's personality that can be used to predict various particular work situations. Then it is said to be related to behavior and performance because competence causes or can predict behavior and performance.

Competency Indicators

According to Rahmat (2019), there are 5 (five) competency characteristics as indicators that can measure competency, namely:

1. A motive is something a person consistently thinks about or wants that causes action.
2. Traits are physical characteristics and consistent responses to situations or information.
3. Self-concept is a person's attitudes, values, or self-image.
4. Knowledge is information that people have in a specific field.
5. Skill is the ability to perform a specific physical or mental task.

Work Commitment

According to Meyer and Allen in Yusuf and Syarif (2018) Work commitment is a psychological construct as a characteristic of the relationship between organizational members and their organization, and has implications for individual decisions to continue their existence as members of the organization. According to Yusuf and Syarif (2018) work commitment is an attitude of employee loyalty to the organization by remaining in the organization, helping to achieve organizational goals, and having no desire to leave the organization for any reason.

Commitment Indicator

According to Meyer and Allen in Yusuf and Syarif, (2018), the commitment indicators are:

1. Effective commitment: Employees' emotional attachment to, and involvement in, the organization,
2. Continuance commitment: Commitment based on the losses associated with leaving the organization. This may be due to loss of seniority, promotion or benefits.
3. Normative commitment: A feeling of obligation to remain in an organization because one must; it is the right thing to do.

Employee performance

According to Saleh (2019) Employee Performance is generally interpreted as performance, work results or work achievements. Performance has a fairly broad meaning, not only stating as a work result, but also how the work process takes place and employee performance can be interpreted as an output or employee work result according to their duties and responsibilities to achieve organizational goals.

Performance Indicators

According to Saleh (2019), the employee performance indicators are as follows:

1. Quality of Work

    It can be measured from employee perceptions of the quality of work produced and the perfection of tasks against employee skills and abilities. The results of the work done are close to perfect or meet the expected goals of the work.

2. Working time

    Measured from employee perception of an activity completed from the beginning of time to output. Can complete at the specified time and maximize the time available for other activities.

3. Quantity of Work

    Measured from employee perceptions of the number of assigned activities and their results.

Conceptual Framework

Based on the description in the literature review, the main focus of this study is on the Influence of work culture and competence on employee performance through commitment as a Moderating variable at BPJS Ketenagakerjaan Branch Offices throughout Medan Raya. To obtain a simpler picture, it can be explained through the following scheme:
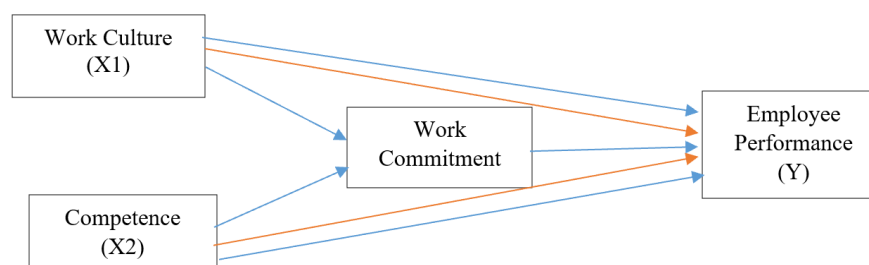

Figure 1. Conceptual Framework of Research

Research Hypothesis

The hypothesis in this study is as follows:

H1: Work culture has a positive and significant influence on work commitment to BPJS Employment of Branch Offices in Medan Raya.

H2: Work culture has a positive and significant influence on employee performance at BPJS Manpower of Branch Offices throughout Medan Raya.

H3: Competence has a positive and significant influence on employee work commitment. BPJS Employment Branch Offices Throughout Medan Raya.

H4: Competence has a positive and significant effect on employee performance at BPJS. Manpower of Branch Offices throughout Medan Raya.

H5: Commitment has a positive and significant effect on employee performance at BPJS

Manpower of Branch Offices throughout Medan Raya.

H6: Work culture has a positive and significant influence on employee performance. Commitment as an intervening variable at BPJS Employment Branch Offices in Se-Greater Medan.

H7: Competence has a positive and significant effect on employee performance. commitment as an intervening variable at BPJS Employment Branch Offices throughout Medan Raya.

Method

Types of research

The type of research used by researchers is quantitative research. According to Sugiyono (2017) quantitative research can be interpreted as a method based on the philosophy of positivism, used to research a certain population or sample, sampling techniques are generally carried out randomly, data collection using research instruments, data analysis is quantitative/statistical with the aim of testing the hypothesis that has been set. This type of quantitative research is conducted to create a study that aims to adjust a study and the Influence of work culture and competence on employee performance through work commitment as a Moderating variable at BPJS Ketenagakerjaan Branch Offices throughout Medan Raya.

Research Location and Research Time

The research location was conducted at BPJS EmploymentBranches throughout Medan Raya consisting of 4 branch offices with a total correspondence of 82 people, with the following details:

1. BPJS Employment Medan City Branch, located at Jl. Kapten Patimura No.334, Darat, Medan Baru District, Medan City, North Sumatra, with a total of 36 employees.
2. BPJS Employment Kisaran Branch, which is located inJl. Sisingamaraja No. 460, Kisaran, Sendang Sari, Asahan, Asahan Regency, North Sumatra, with a total of 22 employees.
3. BPJS Employment Binjai Branch is located at Jl. Soekarno-Hatta No. 262, Km No.19.5, Tunggurono, East Binjai District, Binjai City, North Sumatra. with a total of 24 employees.

The research period was carried out for 3 months starting from December 2024 to March 2025.

Population and Sample

According to Sugiyono (2017) population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. The population and sample in this study were all permanent employees at PT. BPJS Ketenagakerjaan Branch Offices throughout Medan Raya totaling 82 personnel consisting of 22 personnel from BPJS Ketenagakerjaan Kisaran Branch, 36 personnel from Medan Kota Branch and 24 personnel from Binjai Branch.

Research Data Sources

The data sources used in this research are primary data.

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Operational Definition of Research Variables

Table 1. Operational Definition of Variables

Variable Types	Definition	Indicator
Work Culture (X1)	According to Nurhadijah (2017), work culture is a way of thinking that is based on a way of looking at life as a value, habit and also a driving force that is cultivated in a group and is reflected in attitudes that become behavior, ideals, opinions and views on work.	According to Nurhadijah (2017), the work culture indicators are as follows: • Discipline • Openness • Mutual respect • Cooperation
Competence (X2)	According to Rahmat (2019), competence is a person's characteristics related to effective and/or superior performance in certain work situations.	According to Rahmat (2019), there are 5 (five) competency characteristics as indicators that can measure competency, namely: • Motive • Characteristic. • Self concept. • Knowledge. • Skills.
Commitment (Z)	According to Meyer and Allen in Yusuf and Syarif (2018), work commitment is a psychological construct as a characteristic of the relationship between organizational members and their organization, and has implications for individual decisions to continue their existence as members of the organization.	According to Meyer and Allen in Yusuf and Syarif, (2018), the commitment indicators are: • Effective commitment • Continuance commitment • Normative commitment
Employee Performance (Y)	According to Saleh (2019), Employee Performance has a fairly broad meaning, not only stating the results of	According to Saleh (2019), the employee performance indicators are as follows: • Quality of Work

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	work, but also how the work process takes place and employee performance can be interpreted as the output or results of employee work according to their duties and responsibilities to achieve organizational goals.	• Working time • Quantity of Work

Data Analysis Techniques

Data analysis in this study uses Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.3.3 software. According to (Gozali, 2015) Partial Least Square (PLS) is a fairly strong analysis method because it is not based on many assumptions.

Measurement Model (Outer Model)

The procedure in testing the measurement model consists of validity testing and reliability testing.
1. Validity Test
   a. Convergent Validity
   b. Discriminant Validity
2. Reliability Test
   The Cronbach's alpha value is recommended to be greater than 0.7 and the composite reliability is also recommended to be greater than 0.7 (Sekaran, 2015).

Structural Model (Inner Model)

This test is conducted to determine the relationship between exogenous and endogenous constructs that have become hypotheses in this study (Hair et al., 2017). To produce inner model test values, the steps in SmartPLS are carried out using the bootstrapping method. The structural model is evaluated using R-square for the dependent variable, the Stone-Geisser Q-square test for predictive elevation and the t-test and significance of the structural path parameter coefficients with the following explanation:
1. Coefficient of Determination / R Square (R2)
   In assessing the model with PLS, it begins by looking at the R-square for each dependent latent variable. The interpretation is the same as the interpretation in regression. Changes in the R-square value can be used to assess the influence of certain independent latent variables on the dependent latent variable whether it has a substantive influence (Ghozali, 2015). The R2 value is generally between 0 and 1.
2. Predictive Relevance (Q2)
   This test is used to measure how well the observation value is generated by the model and also its parameter estimates. If the Q2 value is greater than 0, it indicates that the model has predictive relevance, which means it has good observation value, while if the value is less than 0, it indicates that the model does not have predictive relevance (Ghozali, 2015).
3. t-Statistic
   At this stage, it is used for hypothesis testing, namely to determine the significance of the relationship between variables in the study using the bootstrapping method. In the full model Structural Equation Modeling, in addition to confirming the theory, it also explains whether or not there is a relationship

between latent variables (Ghozali, 2015). The hypothesis is said to be accepted if the t statistic value is greater than the t table. According to (Latan and Ghozali, 2015) the criteria for the t table value with a value of 1.96 with a significance level of 5%.

4. Path Coefficient

This test is used to determine the direction of the relationship between variables (positive/negative). If the value is 0 to 1, then the direction of the relationship between variables is stated as positive. While if the value is 0 to -1, then the direction of the relationship between variables is stated as negative.

Results and Discussion

Outer Model Analysis

Measurement model testing (outer model) is used to determine the specifications of the relationship between latent variables and their manifest variables. This testing includes convergent validity, discriminant validity and reliability.

1. Convergent Validity

This test is seen from the loading factor, the value limit is 0.7, and the value limit..Average..Variance..Extracted.(AVE) is 0.5, if it is above that value it is said to be valid. This means that the value for the indicator is said to be valid, if the indicator explains the construct variable with a value > 0.7. The structural model in this study is shown in the following figure:
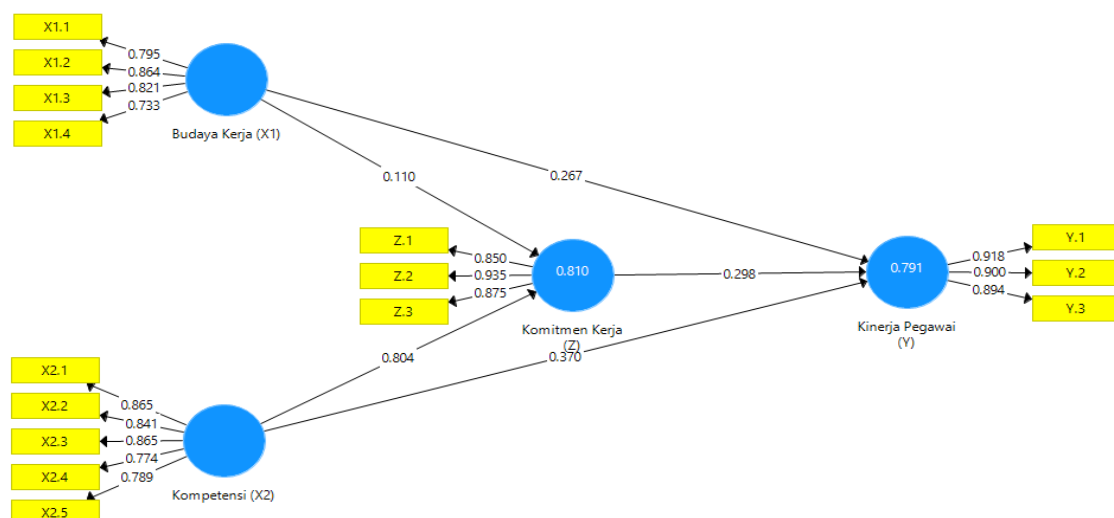

Figure 2. Outer Model
Source: Smart PLS 3.3.3

Smart PLS output for loading factor gives the results in the following table: Outer Loadings In this study there is an equation and the equation consists of two substructures.

For substructure 1

$Z = b1X1 + b2X2 + e1$

$Z = 0.110 + 0.804 + e1$

For substructure 2

$Y = b4X1 + b5X2 + b7Z + e2$

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Y = 0.267 + 0.370 + 0.298 + e2

Table 2. Outer Loadings

	Work Culture (X1)	Employee Performance (Y)	Commitment (Z)	Competence (X2)
X1.1	0.795			
X1.2	0.864			
X1.3	0.821			
X1.4	0.733			
X2.1				0.865
X2.2				0.841
X2.3				0.865
X2.4				0.774
X2.5				0.789
Y.1		0.918		
Y.2		0.900		
Y.3		0.894		
Z.1			0.850	
Z.2			0.935	
Z.3			0.875	

Source: Smart PLS 3.3.3

In the table above, the value of each variable is stated that the indicator in each variable is higher than 0.7, which means that each indicator item has a value higher than 0.7 so that the data is declared valid and can continue to further research.

2. Discriminant Validity

Further research to find out valid data in terms of Discriminate Validity, aims to find out whether the cross loading value is greater than other latent variables so as to determine the results of indicators that are highly correlated with their constructs. The following table shows the cross loading results from the validity test as follows:

Table 3. Discriminant Validity

	Work Culture (X1)	Employee Performance (Y)	Commitment (Z)	Competence (X2)
X1.1	0.795	0.612	0.643	0.679
X1.2	0.864	0.679	0.604	0.654
X1.3	0.821	0.663	0.691	0.685
X1.4	0.733	0.680	0.621	0.726
X2.1	0.736	0.692	0.715	0.865
X2.2	0.774	0.718	0.777	0.841
X2.3	0.762	0.823	0.779	0.865

X2.4	0.587	0.651	0.723	0.774
X2.5	0.664	0.685	0.719	0.789
Y.1	0.758	0.918	0.756	0.758
Y.2	0.724	0.900	0.684	0.747
Y.3	0.742	0.894	0.836	0.837
Z.1	0.692	0.633	0.850	0.778
Z.2	0.761	0.815	0.935	0.845
Z.3	0.668	0.786	0.875	0.767

Source: Smart PLS 3.3.3

In table 3 above, the loading factor value of the Organizational Culture variable is greater than other variables, the loading factor value of the Employee Performance variable is greater than the loading factor value of other variables, the loading factor value of the Work Commitment variable is greater than the loading factor value of other variables, the loading factor value of the Competence variable is greater than the loading factor value of other variables, meaning that the values in the table above show that the values are discriminately valid.

3. Composite reliability

In composite reliability research to see each variable with its reliability value and if the variable value is greater than 0.60 then the research is considered reliable and if below 0.60 and 0.7 then it is not reliable there are several blocks to determine whether the research is reliable or not and valid or not including the Coranbach alpha value, composite reliability and AVE value can be seen in the table below:

Table 4. Construct Reliability and Validity

	Cronbach's Alpha	**Composite Reliability**	**Average Variance Extracted (AVE)**
Work Culture (X1)	**0.817**	**0.880**	**0.648**
Employee Performance (Y)	**0.888**	**0.930**	**0.817**
Commitment (Z)	**0.865**	**0.917**	**0.788**
Competence (X2)	**0.884**	**0.916**	**0.685**

Source: Smart PLS 3.3.3

In table 4 above, it can be seen in the cronbach alpha column that each variable has a value greater than 0.7, which means that the reliability data for each variable. The composite reliability column has a value greater than 0.6, so it can be explained that each variable is considered reliable because the data is greater than 0.6. It can be seen from the AVE column that each variable gets a value greater than 0.7, which means that the data is valid according to AVE. All variables from the cronbach alpha column, reliability column and AVE column have values greater than 0.7 and 0.6, so they are considered reliable and valid.

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Inner Model Analysis

Structural model evaluation (inner model) is conducted to ensure that the basic model created is strong and accurate. The stages of examination conducted in the primary model assessment are seen from several markers, namely:

1. Coefficient of Determination (R2)

Based on the data processing that has been carried out using the SmartPLS 3.0 program, the R Square value is obtained as follows:

Table 5. R Square Results

	R Square	**Adjusted R Square**
Employee Performance (Y)	0.791	0.783
Commitment (Z)	0.810	0.805

Source: Smart PLS 3.3.3

Based on the R square value of the Employee Performance variable of 0.791, the percentage is 79.1%, meaning that the influence of the Work Culture, Competence and Commitment variables on Employee Performance is 79.1% and the rest is on other variables. For the R square value of the Commitment variable of 0.810 and the percentage is 81.0%, meaning that the influence of the Work Culture and Competence variables is 81.0% and the rest is on other variables.

Hypothesis Testing

After assessing the inner model, the next thing is to assess the connection between idle builds as suspected in this review. Speculation testing in this review is done by looking at T-Statistics and P-Values. Speculation is announced to acknowledge whether the T-Insights value is > 1.96 and P-Values <0.05. The following are the consequences of the direct impact Path Coefficient:

Table 6. Path Coefficients (Direct Effect)

	Original Sample (O)	**T Statistics (| O/STDEV |)**	**P Values**	**Results**
Work Culture (X1) -> Employee Performance (Y)	0.267	2,834	**0.002**	**Accepted**
Work Culture (X1) -> Commitment (Z)	0.110	1,024	**0.153**	**Rejected**
Commitment (Z) -> Employee Performance (Y)	0.298	2,149	**0.016**	**Accepted**
Competence (X2) -> Employee Performance (Y)	0.370	2,249	**0.012**	**Accepted**
Competence (X2) -> Work Commitment (Z)	0.804	7,911	**0,000**	**Accepted**

Source: Smart PLS 3.3.3

After getting the hypothesis results, the researcher will explain the hypothesis directly, so the explanation is as follows:

1. Work Culture has a positive and significant effect on Employee Performance with an original sample value of 0.267 and p values of 0.002, so it can be explained that increasing a good work culture will increase employee performance, conversely, if it decreases, employee performance will decrease.

2. Work Culture has a positive and insignificant effect on Commitment with an original sample value of 0.110 and p values of 0.153. Although Work Culture shows a positive effect, the insignificance of these results emphasizes the importance of considering additional factors in building Work Commitment in organizations.

3. Commitment has a positive and significant effect on Employee Performance with an original sample value of 0.298 and p values of 0.016. The positive and significant relationship between commitment and employee performance shows the importance of this aspect in human resource management. Organizations need to ensure a sustainable strategy to increase commitment in order to achieve optimal performance.

4. Competence has a positive and significant effect on Employee Performance with an original sample value of 0.370 and p values of 0.012. Organizations need to improve employee competence through training programs, career development, mentoring, and periodic evaluations. Thus, organizations can create a work environment that supports competency development, which ultimately has an impact on improving individual and organizational performance as a whole.

5. Competence has a positive and significant effect on Commitment with an original sample value of 0.804 and p values of 0.000. This means that consistently increasing employee competency will increase their commitment. High competency allows employees to feel more confident, have the ability to complete tasks effectively, and feel appreciated in the organization, thus increasing their commitment to work.

Table 7. Path Coefficients (Indirect Effects)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Work Culture (X1) -> Commitment (Z) -> Employee Performance (Y)	0.033	0.943	**0.173**	**Rejected**
Competence (X2) -> Commitment (Z) -> Employee Performance (Y)	0.240	1,928	**0.027**	**Accepted**

6. Work Culture has a positive and insignificant effect on employee performance through Commitment with an original sample value of 0.033 and p values of 0.173. These results indicate that although work culture has a positive influence on employee performance through commitment, the influence is not statistically significant. Therefore, it is necessary to strengthen work culture and manage commitment to produce a more real impact on employee performance.

7. Competence has a positive and insignificant effect on employee performance through Commitment with an original sample value of 0.240 and p values of 0.027. In conclusion, although the effect of competence on performance through commitment is positive and statistically significant, the relatively low coefficient value indicates that there is a need to consider other factors that may contribute more to improving employee performance.

Closing

Conclusion

1. Work Culture has a positive and significant effect on Employee Performance with an original sample value of 0.267 and p values of 0.002.
2. Work Culture has a positive and insignificant effect on Commitment with an original sample value of 0.110 and p values of 0.153.
3. Commitment has a positive and significant effect on Employee Performance with an original sample value of 0.298 and p values of 0.016.
4. Competence has a positive and significant effect on Employee Performance with an original sample value of 0.370 and p values of 0.012.
5. Competence has a positive and significant effect on Commitment with an original sample value of 0.804 and p values of 0.000.
6. Work Culture has a positive and insignificant effect on employee performance through Commitment with an original sample value of 0.033 and p values of 0.173.
7. Competence has a positive and insignificant effect on employee performance through Commitment with an original sample value of 0.240 and p values of 0.027.

Suggestion

After drawing conclusions from the results obtained, the suggestions that will be given are as follows:

1. BPJS Ketenagakerjaan can improve work culture by instilling organizational values through training, effective communication, and consistent policy implementation.
2. Provide technical and soft skills training to employees to improve their competencies. This development program must be tailored to the needs of each employee and the demands of the job.
3. Increase employee engagement through open and transparent communication, Reward employees who demonstrate high commitment and performance, Provide a conducive and supportive work environment.
4. BPJS Ketenagakerjaan must conduct regular performance evaluations to ensure that employee work culture, competence, and commitment truly impact organizational performance.
5. This research can be a basis for developing a more comprehensive model regarding the relationship between work culture, competence, and employee performance.
6. Consider including other variables such as work motivation or job satisfaction, which may also influence the relationship between work culture and competency on employee performance.

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