

# THE INFLUENCE OF INDIVIDUAL CHARACTERISTICS AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE WITH ORGANIZATIONAL COMMITMENT AS AN INTERVENING VARIABLE AT PT. PERTA ARUN GAS LHOKSEUMAWE

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## Abstract

This study aims to analyze the influence of individual characteristics and organizational culture on employee performance with organizational commitment as an intervening variable at PT. Perta Arun Gas Lhokseumawe, the dependent variables of this study are individual characteristics and organizational culture for the independent variable is employee performance, for the intervening variable is organizational commitment. The population in this study were employees at the Bener Meriah Regency Environmental Service totaling 182. The sampling technique used the census technique and obtained a sample of 182 respondents, there were 14 respondents who did not return the questionnaire so that the sample became 168 respondents who were employees at PT. Perta Arun Gas Lhokseumawe, the research method used was the quantitative method, for the data analysis method using Structural Equation Modeling (SEM). The results of this study indicate that individual characteristics and organizational culture have a significant effect on organizational commitment, then individual characteristics, organizational culture and organizational commitment have a significant effect on employee performance at PT. Perta Arun Gas Lhokseumawe. In this study, individual characteristics and organizational culture have a significant influence on employee performance through organizational commitment as an intervening variable. It can be concluded that organizational commitment functions as a full mediation between exogenous and endogenous variables.

**Keywords:** *Individual Characteristics, Organization Culture, Organization Commitment and Employee Performance.*

## A. INTRODUCTION

HR issues are a concern for the leadership of PT. PAG Lhokseumawe, both in terms of performance and employee commitment, Mangkunegara (2018) himself stated that employee performance is the result of an employee's work both in quality and quantity that he has achieved in carrying out tasks in accordance with the roles and responsibilities given to him. Employee performance assessment of PT. PAG Lhokseumawe is one way that can be used to measure HR development in the company, employee performance assessment can also be used by the company to evaluate employee work results, employee performance assessments that are carried out properly will be beneficial for the employees themselves, management, and the company, it can be concluded that performance is the result of employee work in one period at PT. PAG Lhokseumawe, in addition to performance issues in the company, employee commitment issues are very important to examine. In addition to employee performance, the issue of commitment of an employee of PT. PAG Lhokseumawe can be used to measure and evaluate the performance of the employee in the organization of Perta Arun Gas Lhokseumawe (PAG), whether or not an employee is committed, the organization can determine the direction of policies that will be determined by the company through strong and effective human resources. In this study also analyzes organizational culture as a shared perception held by employees of PT. PAG Lhokseumawe and becomes a system of shared meaning, organizational culture is a philosophy, ideology, assumptions, beliefs, hopes, attitudes and norms that are shared and that bind an employee to PT PAG Lhokseumawe. In this study also examines the competency of employees of PT. PAG Lhokseumawe, both from technical abilities, skills, personality, motivation possessed by employees also have the confidence to succeed and succeed in carrying

out noble duties at PT. PAG Lhokseumawe. Based on the background above, the researcher wants to study related to "The Influence of Individual Characteristics and Organizational Culture on Employee Performance with Organizational Commitment as an Intervening Variable at PT. Perta Arun Gas Lhokseumawe". Based on the phenomena and problems above, several problems can be formulated as follows.

## **B. OBJECTIVES AND BENEFITS OF STUDY**

BerdBased on the existing problems and phenomena, the objectives of this research are as follows:

1. How do individual characteristics influence the organizational commitment of employees at PT. Perta Arun Gas Lhokseumawe?
2. How does organizational culture influence the organizational commitment of employees of PT. Perta Arun Gas Lhokseumawe?
3. How do individual characteristics influence the performance of PT. Perta Arun Gas Lhokseumawe employees?
4. How does organizational culture influence employee performance at PT. Perta Arun Gas Lhokseumawe?
5. How does organizational commitment influence employee performance at PT. Perta Arun Gas Lhokseumawe?
6. How do individual characteristics influence employee performance through organizational commitment at PT. Perta Arun Gas Lhokseumawe?
7. How does organizational culture influence employee performance through organizational commitment at PT. Perta Arun Gas Lhokseumawe?

## **C. LITERATURE REVIEW**

### **Theories on Individual Characteristics**

Every human being has individual characteristics that differ from one another, humans who work in an organization become a conscious element for every organization, and the role of human resources is the most important thing in the development model of an organization. Individual characteristics are reflected in abilities and skills, age, gender, marital status, length of service, ancestry, social environment, experience, and individual values, Robbins, (2018) then individual characteristics are a person's personal background which includes age, gender, marital status, education, and work experience that influence attitudes and behavior in the organization, Gibson at. al., (2018). Individual characteristics are personal attributes that are inherent in a person such as abilities, personality, values, perceptions, and learning that influence how a person acts and interacts in the workplace, Individual characteristics are a combination of biographical and psychological factors that differentiate one person from another and influence their response to work situations, Luthan (2019)

### **Theories on Organizational Culture**

Organizational culture is often described in terms shared by Robbins (2018). Patterns of beliefs, symbols, rituals, and myths that develop over time and serve as the glue that holds an organization together. The concept and theory of culture can be defined as various interactions of habitual characteristics that influence groups of people in their environment (Marbawi, 2018). Tika (2016) suggests that in the formation of organizational culture there are two important things that must be considered, namely the elements that form organizational culture and the process of forming organizational culture itself, (Brahmasari, 2018). Organizational culture can be described as values, norms and artifacts accepted by members of the organization as an organizational climate that will influence and be influenced by organizational strategy, structure and organizational systems (Armstrong, 1994), Lutthan (2018) provides a formulation of the definition of organizational culture as the dominant values supported by the organization, which can describe the ways of doing a job in a particular place as well as the basic trust assumptions that exist among members of the organization. Schein (2010) defines culture as a pattern of basic assumptions discovered and developed by a particular group in a learning process regarding internal integration and external integration problems, which has been successful enough to be considered as something that is true and then taught to new members as something that is correct to accept, think about in relation to these problems.

### **Theories of Organizational Commitment**

Organizational commitment is an attitude that reflects employee loyalty to the organization and a continuous process where members of the organization express their concern for the organization and its continued success and progress (Luthans, 2018). According to Robbins (2018), organizational commitment is high job involvement that means siding with a particular job of an individual, while high organizational commitment means siding with the

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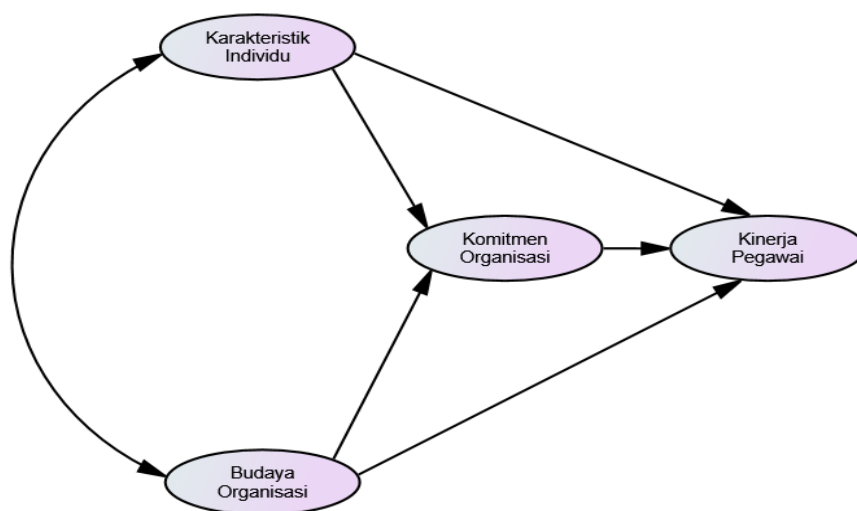
organization that recruited the individual. In a banking business organization, professional employees always deal directly with customers, so employees in carrying out their duties as professional employees are able to implement policies with certain goals and have a strong commitment to the organization where they work, Marbawi (20220). High organizational commitment is very necessary in an organization, because by creating a high commitment it will affect a professional work climate. Talking about organizational commitment cannot be separated from a term loyalty that often follows the word commitment, such an understanding makes the terms loyalty and commitment contain confusing meanings, Lumbanraja (2018)

## Theories on Employee Performance

Performance is an action or activity of an organization in a period with reference to a number of standards such as past or projected costs, on the basis of efficiency, responsibility or accountability of management and the like, Rivai (2019). According to Ningrum (2020) the definition of performance is a result achieved by a person in carrying out the tasks assigned to him based on skills, experience, and sincerity as well as a certain time.. performance is the output produced by the functions or indicators of a job or a profession within a certain time. In this case, work is the activity of completing something or making something that only requires certain energy and skills or as done by blue collar workers, examples of jobs are bus drivers, housemaids and barbers and so on, Lasta (2023). performance is the real behavior displayed by each person as a work achievement produced by employees according to their role in the company. Employee performance is a very important thing in the company's efforts to achieve its goals, Permana (2020).

## Conceptual Framework

A framework is the basis for research, synthesized from facts, observations, and research studies. It contains theories, propositions, or concepts that will serve as the basis for the research. The relationship between the variables used in this study can be seen in Figure 1.1 below:



**Figure 1. Conceptual Framework**

Based on the conceptual framework that has been explained and compiled above, several previous studies that are related to this research will be presented as follows:

### 1. The relationship between individual characteristics and organizational commitment

Based on the research results of Yusriadi (2020), based on the results of hypothesis testing, it was obtained that the path coefficient of individual characteristic variables had an effect on organizational commitment, so it can be concluded that work motivation had an effect on the organizational commitment of PAG Lhokseumawe employees. The results of this study support Suratno's (2020) research in his research on the correlation between individual characteristics and organizational commitment which showed a positive relationship, according to Dewi (2010) individual characteristics had a positive and significant effect on organizational commitment..

## **2. The relationship between organizational culture and organizational commitment**

The results of previous research conducted prove that there is a unidirectional influence between organizational culture and organizational commitment, this shows that the stronger the organizational culture, the higher the organizational commitment in employees Lumbanraja (2007), the results of this study have applied the values and behavior of employees that will influence employee commitment that leads to the formation of organizational commitment, (Taurisa & Ratnawati, 2012), in their research the most dominant organizational culture is the feeling of being appreciated, where this shows that when an employee feels appreciated in an organization, then at that time a high agreement is created between employees regarding what the organization believes in so that an organizational commitment is formed in employees. (Taurisa & Ratnawati, 2012)

## **3. The relationship between individual characteristics and employee performance**

The relationship between individual characteristics and employee performance relates to how personal factors, such as personality, age, gender, education level, work experience, and motivation, influence an individual's ability to complete their tasks. Individual characteristics can influence attitudes, skill levels, and work behaviors, which directly contribute to work outcomes. For example, employees with high levels of self-confidence and an internal locus of control tend to have greater intrinsic motivation to achieve optimal performance. Furthermore, employees with more experience or education relevant to their jobs also have the potential to demonstrate higher productivity (Robbins & Judge, 2018). Therefore, understanding individual characteristics is an important factor in developing strategies to improve employee performance..

## **4. The relationship between organizational culture and employee performance**

Organizational culture has a significant influence on employee performance because it creates a framework of values, norms, and behaviors that serve as guidelines for work. A strong and positive culture, such as one that encourages innovation, collaboration, and recognition for achievement, can increase employee motivation, engagement, and loyalty, ultimately positively impacting their performance. When employees feel aligned with the organization's values, they are more likely to work proactively and commit to achieving shared goals. Conversely, an uncondusive or unclear culture can lead to job dissatisfaction and decreased productivity (Schein, 2018). Therefore, organizations need to build a culture that supports employee development and encourages optimal performance..

## **5. The relationship between organizational commitment and employee performance**

In previous research, organizational commitment shows a person's power in identifying their involvement in a part of the organization (Mowday, et al. in Vandenberg, in Trisnarningsih (2007) and Sari, Ida (2020), organizational commitment is built on the basis of employee trust in organizational values, employee willingness to help realize organizational goals and loyalty to remain members of the organization, organizational commitment will create a sense of belonging for employees towards the organization. If employees feel their souls are bound by existing organizational values, they will feel happy at work, so that their performance can increase. Meyer et al. (Suparyadi, 2015) and Robbins (2013) argue between the performance of top-level managers with affective commitment and continuance commitment to the company or organization. The results of the study stated that affective commitment is positively correlated with performance, while continuance commitment is negatively correlated with performance. Somers and Birnbaum (1998) suggested that organizational commitment (affective and continuance) does not affect performance.

## **Hypothesiss Research**

Based on the conceptual framework, a hypothesis is an idea for gathering facts. It is a tentative question or the most likely assumption that still needs to be verified. Based on the above framework and research conducted by several previous researchers, the following hypothesis can be formulated:

- H1 It is suspected that there is an influence of individual characteristics on employee organizational commitment at PT. Perta Arun Gas Lhokseumawe.
- H2 It is suspected that there is an influence of organizational culture on employee organizational commitment at PT. Perta Arun Gas Lhokseumawe.
- H3 It is suspected that there is an influence of individual characteristics on employee performance at PT. Perta Arun Gas Lhokseumawe.

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- H4 It is suspected that there is an influence of organizational culture on employee performance at PT. Perta Arun Gas Lhokseumawe.
- H5 It is suspected that there is an influence of organizational commitment on employee performance at PT. Perta Arun Gas Lhokseumawe.
- H6 It is suspected that organizational commitment mediates the relationship between individual characteristics and employee performance at PT. Perta Arun Gas Lhokseumawe.
- H7 It is suspected that organizational commitment mediates the relationship between organizational culture and employee performance at PT. Perta Arun Gas Lhokseumawe.

## D. Research methods.

### Research Location

This research was conducted at the location of PT. Perta Arun Gas (PAG) Lhokseumawe, Muara Satu District, Batuphat, Lhokseumawe City, while the objects of this research were all employees at PT. Perta Arun Gas (PAG) Lhokseumawe.

### PoResearch Design and Sample

#### Population

Population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by the researcher to be studied and then drawn conclusions, so the employees who are the population in this study are all employees at PT. Perta Arun Gas (PAG) Lhokseumawe has 182 employees.

#### Sample

The sampling technique was carried out using the saturated sample method or census sample technique, in this study the population was 182, so the recommended sample size was between 100 and 200 and could also be measured 5-10 times the indicators for the SEM model, namely 24 indicators x 7 amounting to 168 employees at PT. Perta Arun Gas (PAG) Lhokseumawe and this has met the requirements in this research model.

### Data collection technique

In this study, the questionnaire was created with structured statements/questions and provided answers in the form of a scale with answers that are adjusted to the statements/questions so that it makes it easier for respondents to answer and avoid bias, the measurement used is a Likert scale where each statement has an answer interval, namely 1 (strongly disagree), 2 (disagree), 3 (neutral), 4 (agree) and 5 (strongly agree). Specifically, the measurement technique as presented, the following operational definition is as in Table 3 below.

Table 3. Definition of Variables and Indicators

| No | Variables                         | Variable Definition                                                               | Indicator                                                                                                                                      | Measuring Scale |
|----|-----------------------------------|-----------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| 1. | Characteristics Individual ( X1 ) | The abilities, skills and experience of employees at Perta Arun Gas Lhokseumawe.  | 1. Personality<br>2. <i>Locus of control</i><br>3. Motivation<br>4. Education<br>5. Work experience<br>6. Values and attitudes (Marbawi, 2018) | Ordinal         |
| 2  | Organizational culture ( X2 )     | Values that are understood together with employees at Perta Arun Gas Lhokseumawe. | 1. Clean work<br>2. Competitive<br>3. Self-confident<br>4. Commercial<br>5. Capable<br>6. Focus on the trader (Yusriadi, 2020)                 | Ordinal         |

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|                   |                              |                                                                                                          |                                                                                                                                                                                                                                                                        |         |
|-------------------|------------------------------|----------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|
| 4.                | Commitment Organization (Y1) | The commitment shown by employees is in the form of integrity and loyalty to Perta Arun Gas Lhokseumawe. | <ol style="list-style-type: none"> <li>1. Loyal to the company</li> <li>2. Maintain confidentiality</li> <li>3. Obey the rules</li> <li>4. Willing to sacrifice</li> <li>5. Cooperate</li> <li>6. Provide suggestions for improvement</li> </ol>                       | Ordinal |
| (Sopiah, 2018)    |                              |                                                                                                          |                                                                                                                                                                                                                                                                        |         |
| 1.                | Employee performance (Y2)    | Intellectual, normative and collective work abilities possessed by Perta Arun Gas Lhokseumawe employees. | <ol style="list-style-type: none"> <li>1. Thinking ability</li> <li>2. Ability to understand work</li> <li>3. Self-management skills</li> <li>4. Control and self-confidence</li> <li>5. Adaptability</li> <li>6. Establish relationships and communication</li> </ol> | Ordinal |
| (Suparyadi, 2015) |                              |                                                                                                          |                                                                                                                                                                                                                                                                        |         |

## Data Analysis Techniques

Inferential statistics is a method related to sample analysis to draw conclusions about population characteristics. After collecting data and information in the field, the author used the Structural Equation Model (SEM) method to model and test hypotheses. SEM or structural equation modeling is a collection of statistical techniques that allow for the simultaneous testing of a series of relatively complex relationships (Ghozali, 2018). What is meant by complex is simultaneous models formed through more than one dependent variable at the same time acting as an independent variable for other hierarchical relationships. In this study, two types of analysis techniques were used, namely:

1. Confirmatory analysis(*confirmatory factor analysis*)in SEM which is used to confirm the most dominant factors in a group of variables.
2. *Regression Weight*in SEM which is used to examine how much influence there is between variables.

## E. RESULTS AND DISCUSSION

### Result Analysis

The analysis of the confirmatory factor or CFA of the exogenous construct consists of two latent variables: organizational culture, work engagement, and transactional leadership, where four indicators form the organizational culture variable, work engagement is formed with four indicators, and transactional leadership is developed with five indicators. In contrast, five indicators include the endogenous construct of the organizational commitment variable. In comparison, apparatus performance is formed by five indicators. A CFA test is performed for each latent variable to see the indicators that make up the latent construct, which can be described below. Based on the results of data analysis that has been collected on 180 respondents, a structural study (SEM) will be presented as follows :



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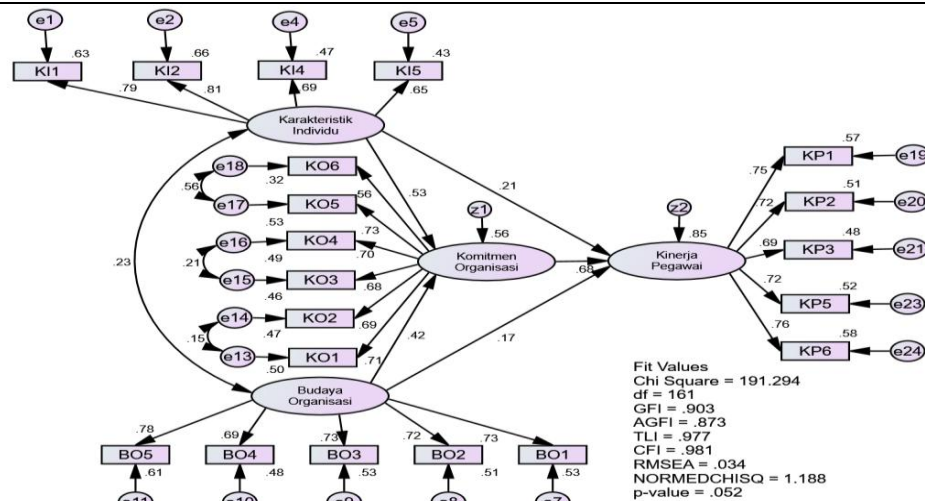


Figure 1. Structural Model After Modification

Source: Amos Output, 2025

The results of the structural model for the endogenous contract of Figure 1 above used to test the unidimensionality show the value of the model results following the goodness of fit criteria so that the model can be accepted.

Table 3. Results of the Full Model Fit Test

| Goodness of Fit Index | Cut-off Value  | Analysis Results | Model Evaluation |
|-----------------------|----------------|------------------|------------------|
| X2-Chi-Square         | Expected Small | 191,274          | Good             |
| Probability           | $\geq 0.05$    | 0.052            | Good             |
| GFI                   | $\geq 0.90$    | 0.903            | Good             |
| AGFI                  | $\geq 0.90$    | 0.873            | Marginal         |
| CFI                   | $\geq 0.95$    | 0.981            | Good             |
| TLI                   | $\geq 0.95$    | 0.977            | Good             |
| CMIN/DF               | $\leq 2$       | 1.188            | Good             |
| RMSEA                 | $\leq 0.08$    | 0.034            | Good             |

Model suitability test Based on Table 3, the results of the Amos analysis can be explained that the model is fit, so it can be explained that all exogenous variables have a significant effect on the endogenous variables and the model is fit, so this structural model can be used to test the research hypothesis that has been formulated in the previous chapter.

## F. DISCUSSION

The direct effect analysis aims to see how strong the influence of a latent variable is on other latent variables, either directly (direct effect) or indirectly (indirect effect) and also the total effect can be stated in Table 4 below:

Table 4. The Influence of Exogenous Variables on Endogenous Variables

| Endogenous Variables | Exogenous Variables    | Std.Est. | Est  | SE   | CR    | P    |
|----------------------|------------------------|----------|------|------|-------|------|
| Organizational Comm  | Characteristics_Ind    | .534     | .475 | .082 | 5,790 | ***  |
| Organizational Comm  | Organizational culture | .416     | .393 | .083 | 4,758 | ***  |
| Employee Performance | Organizational Comm    | .677     | .683 | .133 | 5.141 | ***  |
| Employee Performance | Characteristics_Ind    | .212     | .190 | .081 | 2,355 | .019 |
| Employee Performance | Organizational culture | .167     | .159 | .074 | 2.152 | .031 |

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1. The direct influence of individual characteristics on organizational commitment is with an estimate value of 0.534 (53.4%) and a significant value of 0.000 which is smaller than 0.05, which means there is a significant influence and accepts the first hypothesis (H1) which states that individual characteristics have a positive and significant influence on the organizational commitment of PT. PAG Lhokseumawe employees.
2. The direct influence of organizational culture on organizational commitment is with an estimate value of 0.416 (41.6%) and a significant value of 0.000 which is smaller than 0.00, which means there is a significant influence and accepts the second hypothesis (H2) which states that organizational culture has a positive and significant influence on the organizational commitment of employees of PT. PAG Lhokseumawe.
3. The direct influence of organizational commitment on employee performance is with an estimated value of 0.677 (67.7%) and a significant value of 0.000 which is smaller than 0.05, which means there is a significant influence and accepts the third hypothesis (H3) which states that organizational commitment has a positive and significant influence on employee performance at PT. PAG Lhokseumawe..
4. The direct influence of individual characteristics on employee performance is with an estimate value of 0.212 (21.2%) and a significant value of 0.019 greater than 0.05, which means there is an influence and accepts hypothesis four (H4) which states that individual characteristics influence employee performance at PT. PAG Lhokseumawe..
5. The direct influence of organizational culture on employee performance is with an estimate value of 0.167 (16.7%) and a significant value of 0.031 which is smaller than 0.05, which means there is an influence and accepts the fifth hypothesis (H5) which states that organizational culture influences employee performance at PT. PAG Lhokseumawe..

## INDIRECT EFFECT

Based on the results of the calculation of the probability value for path c' using the Sobel Test as in Figure 2, the significance value for all paths (A and B) is significant while path C is also significant so that this model meets the job satisfaction requirements as follows.

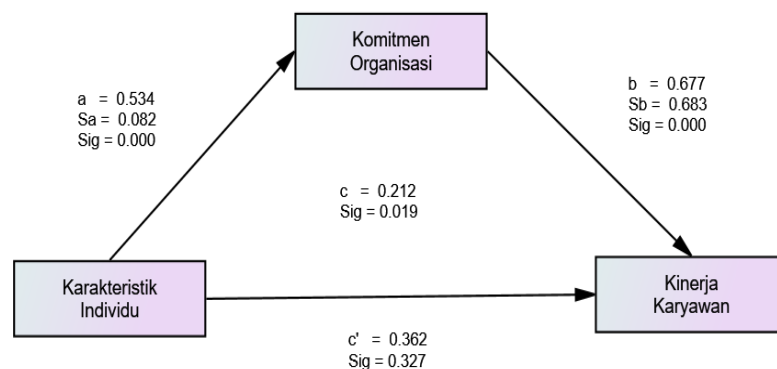


Figure 2. Mediation Effect Test Results  
Individual characteristics – organizational commitment – employee performance

The results of the analysis in Figure 2. above can be explained that the coefficient of path A, path B is significant and path C is significant, while path C' is also significant, because the probability of path C is significant, so it can be concluded that organizational commitment meets the requirements and functions as a full mediating variable. The following analysis of the indirect influence of organizational culture on employee performance through organizational commitment is carried out using the Sobel Test calculation. An Interactive calculation tool for Mediation tests can be seen in Figure 3. Below.



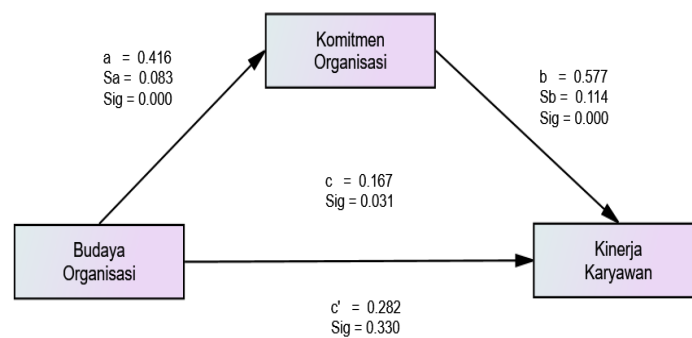


Figure 3. Mediation Effect Test Results  
Organizational culture – organizational commitment – employee performance

Based on the analysis in Figure 3 above, it can be explained that the coefficient of path A, path B is significant and path C is significant, while path C' is also significant. Because the probability of path C' is significant, it can be concluded that there is a relationship between organizational culture and employee performance mediated by organizational commitment in a full mediation, in other words, the organizational culture variable (independent variable) is able to significantly influence employee performance (dependent variable) through the mediator variable, namely organizational commitment, so that the seventh hypothesis (H7) is accepted.

## G. CONCLUSION

Based on the research results and discussion of the researchers above, we can draw conclusions from the research results as described in the previous chapter, so we can present several conclusions as follows:

1. It was concluded that individual characteristics have a positive and significant influence on employee organizational commitment at PT. PAG Lhokseumawe.
2. It was concluded that organizational culture has a positive and significant influence on employee organizational commitment at PT. PAG Lhokseumawe.
3. It was concluded that individual characteristics have a positive and significant influence on employee performance at PT. PAG Lhokseumawe.
4. It was concluded that organizational culture has a positive and significant influence on employee performance at PT. PAG Lhokseumawe.
5. It was concluded that organizational commitment had a positive and significant effect on employee performance at PT. PAG Lhokseumawe.
6. Organizational commitment fully mediates the relationship between individual characteristics and employee performance at PT. PAG Lhokseumawe.
7. Organizational commitment partially mediates the relationship between organizational culture and employee performance at PT. PAG Lhokseumawe.

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