

The Effect of Organizational Culture, Motivation and Organizational Commitment on Employee Performance: The Case of Coal Handling and Transportation Unit of PT. Bukit Asam Tbk. Tanjung Enim

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Abstract

The purpose of this study is to determine the effects of organizational culture, work motivation, and organizational commitment on employee performance in the Coal Handling and Transportation Unit of PT. Bukit Asam, Tbk, Tanjung Enim Mining Unit. This study is a causal associative study using a quantitative approach. The population used in this study comprised all employees of the Coal Handling and Transportation Division of PTBA UPTE, totaling 152. The sample used a purposive sampling technique with a Slovin formula of 111 respondents. The study's results indicate that organizational culture, motivation, and organizational commitment influence employee performance in the Coal Handling and Transportation Unit of PT. Bukit Asam Tbk, Tanjung Enim Mining Unit, both partially and simultaneously.

Keywords: Organizational Culture; Motivation; Organizational Commitment; Employee Performance.

1. Introduction

Human resource management is a field of general management that encompasses organizing, controlling, planning, and implementing. Human resource management can be broadly divided into two main concepts: management and human resources. Management comes from the word "manage," meaning to take care of, conduct, manage, and organize. Human resources, on the other hand, are the people within an organization who carry out its activities. Simply put, human resources are the activities and procedures for managing, organizing, and administering human resources. Human resource management must be well-managed to improve employee and organizational performance.

Human resource management can be defined as a strategy for implementing management functions, namely planning, organizing, actuating, and controlling, in every human resource activity or operational function, starting from recruitment, selection, training and development, placement (including promotion, demotion, and transfer), performance appraisal, compensation, industrial relations, and termination of employment, aimed at increasing the

productive contribution of an organization's human resources to the effective and efficient achievement of organizational goals. Human resource management is the recruitment, selection, development, maintenance, and utilization of human resources to achieve goals ([Afandi, 2021](#)). Human resource management (HRM) is the activity of planning, duplicating, developing, maintaining, and utilizing human resources to achieve both individual and organizational goals ([Sutrisno, 2019](#)). Human Resource Management is the science and art of regulating the relationships and roles of the workforce so that they actively and efficiently contribute to the achievement of company, employee, and community goals ([Hasibuan, 2018](#)).

In an organization, employee performance is a crucial factor in achieving its vision, mission, and goals. Performance is the result of work behavior in completing assigned tasks and responsibilities within a specific period ([Kasmir, 2019](#)). Employee performance is the qualitative and quantitative results achieved by an individual or group of people within an organization, in accordance with their respective authorities, duties, and responsibilities, in an effort to achieve organizational goals legally and in accordance with morals and ethics. Performance is the work results achieved by employees, a management process, or an organization as a whole, which can be demonstrated in tangible terms, both in terms of quality and quantity ([Sedarmayanti, 2018](#)).

Factors influencing employee performance include abilities and expertise, knowledge, work plans, personality, motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline ([Kasmir, 2019](#)). One factor that can influence employee performance is organizational culture. Organizational culture is the result of merging the cultural styles and behaviors of individuals into new norms and philosophies that instill energy and group pride in addressing specific issues and goals ([Fahmi, 2016](#)).

Organizational culture is the fundamental philosophy of an organization, encompassing shared beliefs, norms, and values that shape how things are done within it. These beliefs, norms, and values serve as the guiding principles for all human resources within the organization in carrying out their work ([Wibowo, 2018](#)). Organizational culture is an invisible social activity that can motivate employees within the organization to carry out work activities ([Sutrisno, 2019](#)). Another factor that can influence employee performance is work motivation. Their motivation at work can influence a person's performance. Motivation in the workplace significantly impacts both individual and collective performance effectiveness. Effective motivation will undoubtedly bring business benefits and improve human resource effectiveness. Therefore, motivation can be considered a factor influencing an employee's desire and interest in performing well and achieving optimal results. Work motivation is everything that arises from a person's passion, generating passion and desire within the individual that can influence, direct, and maintain behavior to achieve goals or desires consistent with the work environment ([Kasmir, 2019](#)). Work motivation is a process that awakens, energizes, directs, and sustains behavior and performance. It is the process of stimulating people to take action and carry out desired tasks. Work motivation must be built on a positive personality or character, as work motivation based on flawed principles and reasons will result in personal and organizational losses.

Another factor that can influence employee performance is organizational commitment. Organizational commitment is also crucial for achieving company goals. Organizational commitment is the employee's commitment to remaining within the organization and

participating in efforts to achieve the organization's mission, values, and goals. Organizational commitment is realized when employees exercise their rights and fulfill their obligations in accordance with the functions and duties entrusted to them by the company. Organizational commitment is an agreement to do something for themselves, other individuals, the group, and the organization. Organizational commitment is a state in which an individual employee sides with the organization, thus demonstrating a determination to maintain their position as a member within the organization.

A phenomenon related to work motivation variables in the coal handling and transportation work unit has found that several employees are experiencing a decline in work motivation. This decline in motivation is influenced by a lack of recognition for work performance or physiological needs. Another phenomenon related to motivation is the lack of recognition or appreciation for employees who have demonstrated good performance. Recognition or appreciation for what an employee has provided is crucial because it can increase employee motivation. When an employee has made a maximum contribution to their work, but there is no feedback from management, this will certainly decrease their motivation.

Organizational commitment plays a role in improving employee performance. Commitment is a psychological construct that characterizes the relationship between organizational members and their organization and influences an individual's decision to continue their membership in the organization. High organizational commitment will positively impact employee and company performance. Regarding the phenomenon related to organizational commitment in the coal handling and transportation work unit, based on initial observations, it was found that several employees lacked a strong organizational commitment. This was evident in the behavior of some employees who still waited for instructions from their superiors, even though all employees had been assigned tasks according to their respective jobs. The phenomenon related to commitment also found a lack of ownership of company assets and wasteful operational costs. Based on the background of the problem, the author is interested in conducting research entitled "The Influence of Organizational Culture, Work Motivation, and Organizational Commitment on Employee Performance in the Coal Handling and Transportation Work Unit of PT. Bukit Asam, Tbk, Tanjung Enim Mining Unit."

2. Literature Review

The Influence of Organizational Culture, Work Motivation, and Organizational Commitment on Employee Performance in the Coal Handling and Transportation Work Unit of PT. Bukit Asam Tbk, Tanjung Enim Mining Unit. According to ([Kasmir, 2019](#)), the factors influencing performance, both work results and behavior, are: Ability and expertise, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline. Among the factors mentioned above, organizational culture, work motivation, and organizational commitment, as independent variables, are among those influencing performance. Previous research by [Tidar and Suhermin \(2023\)](#), published in the Research and Management Journal of the Indonesian College of Economics, titled "The Influence of Organizational Culture, Organizational Commitment, and Work Motivation on Employee Performance at the Setia Bhakti Wanita Surabaya Cooperative," was quantitative. This research used data analysis methods, including validity and reliability testing and multiple linear regression. The research results revealed a strong, simultaneous relationship between organizational culture and organizational commitment, indicating that the correlation between these independent variables and employee

performance was positive and significant. A study conducted by [Winarsih and Hidayat \(2022\)](#) in the Department of Business Management and Social Economics, Pancasila University, Jakarta, entitled "The Influence of Organizational Culture, Employee Motivation, and Commitment on Improving Employee Performance at PT. Trans Trijaya Samudera" was quantitative and used data analysis methods such as validity testing, reliability testing, and multiple linear regression analysis. The results showed that organizational culture, motivation, and organizational commitment collectively have a positive and significant influence on employee performance. A performance-related phenomenon is that not all employees in the Coal Handling and Transportation work unit understand the established goals and work standards for customer satisfaction. Consumer complaints persist about the discovery of impurities that degrade coal quality.

The influence of organizational culture on employee performance in the Tanjung Enim Mining Unit of PT. Bukit Asam Tbk's coal handling and transportation work unit. According to [\(Sutrisno, 2019\)](#), organizational culture can be defined as a set of values, beliefs, assumptions, or norms that members of an organization agree upon and follow as guidelines for behavior and problem-solving. [Mangkunegara \(2017\)](#) also defines organizational culture as a set of assumptions, belief systems, values, and norms developed within an organization that serves as behavioral guidelines for its members to address external and internal adaptation issues. Previous research by [Prianto, Susipta and Imron \(2024\)](#), "Organizational Culture and Organizational Commitment as Determinant Variables of Employee Performance at the Faculty of Health Sciences, University of Health Sciences, Brawijaya University," used a questionnaire distributed to respondents as a data collection method. The instrument for measuring research variables used a Likert scale with multiple response options. The research results show that organizational culture has a positive, significant effect on employee performance. This influence is positive, meaning that strengthening organizational culture can improve employee performance. Previous research by [Prianto, Susipta and Imron \(2024\)](#), "Organizational Culture and Organizational Commitment as Determinant Variables of Employee Performance at the Faculty of Health Sciences, University of Health Sciences, Brawijaya University," used a questionnaire distributed to respondents as a data collection method. The instrument for measuring research variables used a Likert scale with multiple response options. The research results show that organizational culture has a positive, significant effect on employee performance. This influence is positive, meaning that strengthening organizational culture can improve employee performance. Regarding organizational culture variables, employees have not fully embraced the values of trustworthiness, collaboration, and adaptability. Employees in the Coal Handling and Transportation work unit do not fully understand the values of the organizational culture and do not apply them in their daily activities. Employees are still late to work, indicating a lack of trustworthiness in implementing company regulations. Related to organizational culture, employees still lack cooperation or collaboration within teams and with other work units, resulting in slow coordination and delayed achievement of work targets. Related to organizational culture variables, employees are not adapting quickly. with changes in work methods, technology, and new work environments.

The influence of work motivation on employee performance in the coal-handling and transportation unit of PT. Bukit Asam, Tbk, Tanjung Enim Mining Unit. According to [Kasmir \(2019\)](#), work motivation is everything that arises from a person's passion, generating a sense of desire that can influence, direct, and maintain behavior to achieve goals or desires within the scope of work. Previous research conducted by [Pakaila and Leuhery \(2023\)](#) entitled "The

Influence of Organizational Culture, Work Motivation, and Work Discipline on Employee Performance at the Maluku Provincial Health Office" was quantitative, using multiple linear regression, correlation, t-tests, and the coefficient of determination. The results showed that work motivation had a positive and significant effect on employee performance at the Maluku Provincial Health Office. Previous research by [Anggapradja and Wijaya \(2017\)](#), "Effect of Organizational Commitment, Organizational Culture, and Motivation on Employee Performance of Employees at PT. INTI". This study uses a quantitative research design, and the data analysis used is multiple linear analysis. Prior to the multiple linear analysis, classic assumption tests, including tests for normality, heteroscedasticity, and multicollinearity, will be performed. This study concludes that the motivation variable has a positive and significant impact on the performance of PT INTI employees. The phenomenon of work motivation variables in the coal handling and transportation work unit found that employees experienced a decline in work motivation. This decline in motivation was influenced by the lack of objectivity in work performance assessments and a lack of recognition for achievements. Work or physiological needs. Another phenomenon related to motivation is the lack of recognition or appreciation for employees who have delivered good performance. Recognition or appreciation for what an employee has provided is crucial because it can increase employee motivation. When an employee has made the maximum contribution to their work but receives no feedback from management, it will certainly decrease employee motivation.

The influence of organizational commitment on employee performance in the coal handling and transportation work unit of PT. Bukit Asam, Tbk, Tanjung Enim Mining Unit. Organizational commitment is defined as an employee's feeling of obligation to remain with the organization. Further research was conducted by [Romadi \(2016\)](#) with the title "The Influence of Motivation and Organizational Commitment on Job Satisfaction Mediated by Teacher Performance" (a study of elementary school teachers at the Doro Education and Culture Office in Pekalongan Regency). The results showed that motivation had a significant and positive effect on teacher performance, organizational commitment had an important and positive impact. Further research was conducted by [Romadi \(2016\)](#) entitled "The Influence of Motivation and Organizational Commitment on Job Satisfaction Mediated by Teacher Performance (a study of elementary school teachers at the Doro Education and Culture Office, Pekalongan Regency). The results showed that motivation had a significant and positive effect on teacher performance, organizational commitment had an important and positive impact on teacher performance, motivation had an essential and positive effect on job satisfaction, organizational commitment had a significant and positive impact on job satisfaction, teacher performance had a necessary and positive effect on job satisfaction, teacher performance did not mediate the impact of motivation on job satisfaction, and teacher performance did not mediate the effect of organizational commitment on job satisfaction. [Irawati, Sudarno, and Komardi \(2019\)](#) examined the influence of Work Motivation, Organizational Commitment, and Organizational Culture on Job Satisfaction and Teacher Performance in Pekanbaru Public Junior High Schools. This study sampled 114 teachers from five public junior high schools in Pekanbaru. The sampling technique used was purposive sampling. Data were collected using a questionnaire and analyzed using PLS. The variables used were work motivation, organizational commitment, and organizational culture as exogenous variables (X), and teacher job satisfaction and performance as endogenous variables (Y). The results of the hypothesis test indicated that work motivation had a significant positive effect on teacher job satisfaction and performance. Organizational commitment had a significant positive effect on job satisfaction,

while organizational commitment had a substantial adverse impact on teacher performance. The phenomenon of organizational commitment in the Coal Handling and Transportation work unit found that some employees lacked a strong organizational commitment. This was evident in the behavior of some employees who still waited for instructions from their superiors, even though all employees had been assigned tasks according to their respective jobs. The phenomenon related to commitment also found a lack of ownership of company assets and wasteful operational costs.

3. Research Method

The research object for this study is the employees of the Coal Handling and Transportation Work Unit of PT. Bukit Asam Tbk Tanjung Enim Mining Unit. This research is a causal-associative study using a quantitative approach. The dependent variable is employee performance, measured by indicators of quality, standards, and competencies. The dependent variables are organizational culture, work motivation, and organizational commitment. The indicators of organizational culture are trustworthy, collaborative, and adaptive. The indicators of work motivation are the need for belonging, the need for self-esteem, and the need for self-actualization. The indicators of organizational commitment are affective, continuance, and normative commitment. The population used in this study is all employees in the Coal Handling and Transportation Division of PT Bukit Asam Tbk Tanjung Enim Mining Unit, totaling 152 people. The sample used in the study of employees of the Coal Handling and Transportation Work Unit of PT. Bukit Asam Tbk Tanjung Enim Mining Unit has 111 people. The data used are primary, collected using a research instrument, namely a questionnaire. The data analysis method is multiple linear regression.

4. Findings and Discussions

Below is the regression result.

Table 1. Regression Result

	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
(Constant)	9.678	1.612	
Organizational Culture	0.622	0.082	0.744
Motivation	0.072	0.095	0.085
Organizational Commitment	-0.035	0.095	-0.035

Based on the multiple linear regression test results table, the following multiple linear regression is obtained:

$$Y = 9.678 + 0.622X_1 + 0.072X_2 - 0.035X_3.$$

a). The constant value of 9.678 indicates that if organizational culture, motivation, and organizational commitment are equal to zero, employee performance remains at 9.678. b). The regression coefficient for organizational culture is 0.622 (positive), indicating that organizational culture has a positive effect on employee performance in the coal handling and transportation work unit of PT. Bukit Asam Tbk, Tanjung Enim Mining Unit. This figure indicates that an increase in organizational culture will increase employee performance, and conversely, a decrease in organizational culture will decrease employee performance. c). The regression coefficient for motivation is 0.072 (positive), indicating that motivation has a

positive effect on employee performance in the coal handling and transportation work unit of PT. Bukit Asam Tbk, Tanjung Enim Mining Unit. This figure indicates that an increase in motivation will increase employee performance, and conversely, a decrease in motivation will decrease employee performance. d. The regression coefficient for organizational commitment is -0.035 (negative), indicating that organizational commitment negatively impacts employee performance in the coal handling and transportation work unit of PT. Bukit Asam, Tbk, Tanjung Enim Mining Unit. This figure indicates that as organizational commitment increases, employee performance will decline, and conversely, as employee commitment decreases, employee performance will also decline. The analysis indicates that this multiple linear regression model shows that organizational culture is the most dominant factor influencing employee performance compared to motivation and organizational commitment. Therefore, strategies to improve employee performance should focus more on enhancing organizational culture through a focus on developing clear core values, exemplary leadership, open communication, ongoing training, and a supportive and appreciative work environment for employee contributions, all of which foster motivation, collaboration, and loyalty.

The F test was conducted to determine the influence of organizational culture, motivation and organizational commitment on the performance of employees.

Table 2. F Test

	Sum of Squares	df	Mean Square	F	Sig.
Regression	576.221	3	192.074	58.884	.000 ^b
Residual	349.022	107	3.262		
Total	925.243	110			

It can be seen that the calculated F value is $58.884 > F \text{ Table } 2.69$ with a Sig F level of $0.000 < 0.05$, so H_a is rejected, meaning that there is a significant influence of the variables of organizational culture, motivation, and organizational commitment simultaneously influencing employee performance in the coal handling and transportation work unit of PT. Bukit Asam, Tbk Tanjung Enim Mining Unit. Based on the test results, the variables of organizational culture, motivation, and organizational commitment simultaneously and significantly influence employee performance; thus, the first hypothesis is accepted. The theoretical framework suggests that organizational culture, motivation, and organizational commitment simultaneously influence employee performance. Therefore, if organizational culture, motivation, and organizational commitment simultaneously have a positive effect, employee performance is expected to improve. The results of testing Hypothesis 4 indicate that the simultaneous application of organizational culture, motivation, and organizational commitment has a positive and significant effect on performance, with an F count of $58.884 > F \text{ Table } 2.69$ at a significance level of $0.000 (< 0.05)$. H_{a4} is accepted, indicating that organizational culture, motivation, and organizational commitment simultaneously influence employee performance in the coal handling and transportation work unit of PT. Bukit Asam, Tbk, Tanjung Enim Mining Unit. Previous research by [Prianto, Susipta and Imron \(2024\)](#), "Organizational Culture and Organizational Commitment as Determinant Variables of Employee Performance at the Faculty of Health Sciences, University of Health Sciences, Brawijaya University," used a questionnaire distributed to respondents as a data collection method. The instrument for measuring research variables used a Likert scale with multiple response options. The research results show that organizational culture has a positive, significant effect on employee performance. This

influence is positive, meaning that strengthening organizational culture can improve employee performance.

A partial test (t-test) was conducted to determine the effect of the independent variable on the dependent variable, controlling for other variables. The results of the t-test analysis can be seen in the following table:

Table 3. t-test

	t	sig
(Constant)	6.004	0.000
Organizational Culture	7.622	0.000
Motivation	0.754	0.453
Organizational Commitment	-0.370	0.712

Based on the results of the partial t-test, the following can be seen:

a) The calculated t-value for Organizational Culture (X1) is $7.622 > t\text{-table } 1.98217$ with a significance level of $0.000 < 0.05$ (significant). Therefore, H_01 is rejected, and H_a is accepted, indicating a significant influence of Organizational Culture on employee performance in the coal handling and transportation work unit of PT. Bukit Asam, Tbk, Tanjung Enim Mining Unit. Based on the test results, the organizational culture variable has a partial and significant effect on employee performance, thereby supporting the first hypothesis. The theoretical framework suggests that organizational culture influences employee performance. Therefore, a positive organizational culture is expected to lead to improved employee performance. The results of testing Hypothesis 1 indicate that organizational culture partially has a positive and significant effect on performance, with a calculated t-value of $7.622 > t\text{-table } 1.98217$. Therefore, H_01 is rejected, and H_a1 is accepted, with a significance level of $0.000 < 0.05$. This indicates a significant influence of organizational culture on employee performance in the coal handling and transportation work unit of PT. Bukit Asam, Tbk, Tanjung Enim Mining Unit. The researcher's findings revealed that 95% of respondents strongly agreed with and agreed with the statement "Employees carry out their duties and responsibilities in accordance with the mandate given." This indicates that responsibilities are being carried out effectively. However, 13% were still uncertain about the statement "Employees are accustomed to working collaboratively with colleagues from various departments." This indicates that there are still weaknesses in collaborating with colleagues from various departments. This research aligns with [Tidar and Suhermin \(2023\)](#) in the Research and Management Journal of the Indonesian College of Economics, entitled "The Influence of Organizational Culture, Organizational Commitment, and Work Motivation on Employee Performance at the Setia Bhakti Wanita Surabaya Cooperative." This quantitative research method used data analysis methods such as validity and reliability testing and multiple linear regression. The results of the study revealed a close, simultaneous relationship between organizational culture and organizational commitment, indicating that the correlation between these independent variables is positive and significant, with a positive and significant effect on employee performance.

b) The calculated t-value for Motivation (X2) is $0.754 < t\text{-table } 1.98217$ with a significance level of $0.453 > 0.05$ (not significant). Therefore, H_a2 is accepted, and H_02 is rejected, indicating that motivation does not significantly influence employee performance in the coal-handling and transportation work unit of PT. Bukit Asam, Tbk, Tanjung Enim Mining Unit. Based on the test results, the motivation variable has no partial or significant effect on employee

performance, so the first hypothesis is accepted. The theoretical framework that motivation influences employee performance is rejected, so that even when motivation is high, employee performance does not always improve. The results of testing Hypothesis 2 showed that, to some extent, the application of motivation does not have a positive and significant effect on performance. The calculated t value for motivation (X2) is $0.754 < t_{Table} 1.98217$ with a significance level of $0.453 > 0.05$ (not significant). Therefore, Ha2 is accepted, and Ho2 is rejected, indicating that motivation does not significantly affect employee performance in the coal handling and transportation work unit of PT. Bukit Asam, Tbk, Tanjung Enim Mining Unit. Previous research conducted by [Pakaila and Leuhery \(2023\)](#) entitled "The Influence of Organizational Culture, Work Motivation, and Work Discipline on Employee Performance at the Maluku Provincial Health Office." The results showed that work motivation had a positive and significant effect on employee performance at the Maluku Provincial Health Office. According to [Kasmir \(2019\)](#), work motivation is everything that arises from a person's passion, arousing passion and desire from within and influencing, directing, and maintaining behavior to achieve goals or desires within the scope of work. Research findings from the motivation variable responses showed that 93% strongly agreed and agreed, with several statements answered positively, such as "Employees feel proud to be part of the company where they work." At work, the company provides employees with opportunities to develop their potential. Employees are given the opportunity to express ideas about their work, and 58% report that the company fairly values their performance. However, the undecided/neutral score was 14%. This indicates that employees still doubt the company is fairly valuing them.

c) The calculated t value for organizational commitment (X3) is $-0.370 < t_{Table} 1.98217$ with a sig.t level of $0.712 > 0.05$ (not significant), so Ho3 is accepted, and Ha3 is rejected, meaning there is no significant influence of organizational commitment on employee performance in the coal handling and transportation work unit of PT. Bukit Asam, Tbk Tanjung Enim Mining Unit. Based on the test results, the organizational commitment variable has no partial effect on employee performance and is therefore insignificant, leading to the rejection of the third hypothesis. The theoretical framework suggests that organizational commitment does not affect employee performance, so strong organizational commitment does not necessarily imply strong employee performance. The results of testing Hypothesis 3 indicate that organizational commitment has no partial effect on performance, with a value of -0.370 , $t(1,982) = -1.98217$, $p = 0.712 > 0.05$ (not significant). Therefore, Ho3 is accepted, and Ha3 is rejected. This means there is no significant effect of organizational commitment on employee performance in the coal handling and transportation work unit of PT. Bukit Asam, Tbk, Tanjung Enim Mining Unit. According to [Busro \(2018\)](#), organizational commitment is a form of willingness, sincerity, and awareness that arises from individuals who remain within an organization, manifested in the extent of their effort, motivation, and trust in realizing the shared vision, mission, and goals. Commitment is about identifying the organization's goals and values, the desire to belong to the organization, and the willingness to strive to do so. Baron and Armstrong also explain that commitment can ensure an organization is seen as a great place to work, making it a preferred leader. Research findings on the organizational commitment variable include the statement "Employees feel responsible for all actions that will result in losses for the company," which was scored as "strongly agree" or "agree" at 96%. This indicates that employees feel responsible for their work. However, the statement "Employees find it difficult to find work with a good salary like their current job" received a 26% score. This indicates that employees do not necessarily have difficulty finding work elsewhere.

The coefficient of determination measures the extent to which the independent variable contributes to the dependent variable. The results of the determination analysis can be seen in the following table:

Table 4. Coefficient of Determination

R	R Square	Adjusted R Square	Std. Error of the Estimate
.789 ^a	0.623	0.612	1.806

The Adjusted R-Square value is 0.612, or 61.2%. The coefficient of determination indicates that the variables of organizational culture (X1), motivation (X2), and organizational commitment (X3) explain 61.2% of the variance in employee performance. Other variables, such as leadership, rewards, goals, systems, and work experience, explain the remaining 38.8%.

5. Conclusion

There is a significant influence of organizational culture, motivation, and organizational commitment simultaneously on employee performance in the coal handling and transportation work unit of PT Bukit Asam Tbk, Tanjung Enim mining unit. Some employees are still unfamiliar with working with colleagues from other departments, so the company must hold activities, such as outbound activities, to bring the various departments together and train them to work together optimally. This is expected to foster a better work culture within the organization. Employee skepticism remains regarding rewards and fairness within the company. Therefore, the company should be transparent in providing information and rewards to all employees to ensure fair performance evaluation. This is expected to increase employee motivation. The company must provide job satisfaction to employees to prevent them from leaving and joining other companies, as finding and training new employees takes significant time and expense, thereby fostering a strong commitment to the company. Regarding performance, some employees are still not delivering to the company's standards. The company is expected to provide solutions to improve employee performance.

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