

The role of organizational culture in improving employee performance through organizational commitment

Wahid Sumarjo¹, Haerofiatna Haerofiatna², Wahyudi Wahyudi³

¹Faculty of Technic, Universitas Primagraha, Indonesia

^{2,3}Faculty of Economics and Business, Universitas Primagraha, Indonesia

ARTICLE INFO

Article history:

Received Dec 2, 2024

Revised Dec 10, 2024

Accepted Dec 18, 2024

Keywords:

Employee Performance;
Organizational
Commitment;
Organizational Culture.

ABSTRACT

One factor that propels organizational success is employee performance. Because it has a direct effect on the company's overall growth and profitability, subpar employee performance can have a big influence on its success. Missed deadlines, reduced productivity, and more mistakes may result from an employee not performing up to expectations. Long-term profitability and the organization's general success will be impacted by all of that. Through organizational commitment, this study seeks to examine how organizational culture affects employee performance. This study was carried out at PT Arwana Citra Mulia Tbk, which has 74 employees. A quantitative technique using the PLS-SEM methodology is employed. According to the study's findings, organizational culture influences both organizational commitment and personnel performance. Enhancing the organization is strongly influenced by organizational commitment, which can also act as a mediator between enhancing employee performance and organizational culture.

This is an open access article under the CC BY-NC license.



Corresponding Author:

Wahid Sumarjo,
Faculty of Technic,
Universitas Primagraha,
Komplek Griy Gemilang Sakti, Jl. Trip Jamaksari No. 1A Kaligandu, Serang, 42111, Indonesia
Email: wahidsumarjo@primagraha.ac.id

1. Introduction

A new era in organizations and management institutions began in the 1970s with the advent of human resource management. Different theories regarding human nature have been created by human resource management, which has also approached performance problems from various angles. A theoretical framework for management is formed as a result of the human resources approach. An organization cannot be considered successful in fulfilling its vision and goal if it is not accompanied by the availability of facilities and human resources. (Chatman & O'Reilly, 2016). Employees are considered important assets of the organization because they are the ones who will run the wheels of the organization in achieving overall success (Wahyudi, Rozi, et al., 2022). Most organizations target optimal employee performance to achieve high work productivity. However, it isn't easy to retain employees with optimal performance (Randhawa, 2017).

Employee performance has become one of the concepts that occupies most of the organizational agenda and is very important. Before discussing employee performance, it's a good idea to define the concept of performance. Performance is the level of output achieved as a result of an action. This level reflects the rate at which a goal or task is realized (Ramos-Villagrana et al., 2019). There are a lot of definitions related to employee performance. Performance is generally defined as the actions taken by employees to fulfill their duties, the efforts that employees have expended, and the extent to which employees are aware of their duties or achieve their goals as a result of those efforts and actions (Chaidir et al., 2023; Krijgsheld et al., 2022; Rivaldo & Nabella, 2023; Wahyudi, Bahrudin, et al., 2022). Performance is a concept that quantitatively and qualitatively indicates what can be achieved and achieved by individuals, groups or organizations that

perform a job following the goals aimed at the work (DeNisi & Murphy, 2017; Imran & Tanveer, 2015). On the other hand, individual and group performance is an indicator of the extent to which individuals or groups can achieve the goals and standards set by the organization towards the goals they want to achieve with the work.

Employee performance is the time and effort of an employee to get what he wants by performing duties and responsibilities in the workplace where he works to meet his needs (Shields et al., 2015). According to another definition, performance is the performance of a job set for an employee, which is appropriate in terms of its features and capabilities, within acceptable limits (Sinambela, 2016). Employee performance is the expenditure of time and energy to achieve what he wants as a result of the implementation of his duties and responsibilities in an organization to meet the wants and needs of the employee (Schechner, 2020). Therefore, improving individual performance will improve the overall performance of the organization. This means that high-performing employees improve organizational performance, increasing organizational competitiveness (Alfandi, 2016; Wahyudi, 2021). However, many factors can determine employee performance, including organizational culture.

Organizational culture is a system of shared meaning that influences employee behavior and reveals a mind map of how employees will behave. Effective values and norms that are necessary for creating a positive work environment make up the organizational culture that has been established in different organizations (Hogan & Coote, 2014). When it comes to organizational challenges, these norms and values tell employees how they should act, think, feel, and look (Ostroff et al., 2013). Employers that have a strong organizational culture can give their staff members stability and enable them to advance alongside the company (Prihantari & Astika, 2019). Recently, several studies have explained that organizational culture has a role in influencing employee performance improvement (Dewi & Wibowo, 2020; Diana et al., 2021; Kim & Chang, 2019) and also on organizational commitment (Shahriari et al., 2022). However, organizational culture is not the only factor that can affect employee performance. Individuals who work in an organization need to create a bond between themselves and their organization to improve their performance and contribute more to their organization. Perceive the success of the organization as the success of the employees themselves, and consider the problems of the organization as the problems of the employees themselves so that it will allow employees to do their jobs better, which, in the end, employee performance will be more optimal according to the expectations of the organization.

Every organization wants to increase the organizational commitment of its members. Employees with a high level of organizational commitment tend to serve longer in the organization and maintain a positive relationship with the organization (Adam et al., 2020). Additionally, employees with high levels of organizational commitment have a low tendency to leave their jobs and exhibit high levels of performance, which further increases the importance of organizational commitment (Bar-Haim, 2019). Thus, organizational commitment is an attitude towards the organization where employees are aligned with the organization and organizational goals. An alternative way to define organizational commitment is the degree of strong identity unity and sense of belonging that the organization has developed with itself (Choi et al., 2015).

The understanding of organizational commitment has been examined in detail into three, namely affective commitment, continuation commitment, and normative commitment (Nassar, 2018). Employees with affective commitment are more likely to remain with the company because they want to, whereas those with normative commitment are more likely to do so because they feel compelled to. On the other hand, continuous commitment describes considering the consequences of leaving the organization. Continuous commitment is based on external factors rather than commitments that the person makes internally. These three approaches are known to be based on the psychological structure of organizational commitment, which reflects the employee's relationship with the organization and includes traits that can influence his decision to stay a member.

The degree of a worker's attachment to their company is known as organizational commitment. Stated differently, it is an attitude of interest and loyalty on the part of employees to the success of the firm. Organizational commitment is claimed to reduce negative consequences such as late entry to work, absenteeism, and leaving work, as well as make a positive contribution to the success of the organization by improving the quality of goods and services (Guzeller & Celiker, 2019; Imamoglu et al., 2019; Klein & Park, 2015; Labrague et al., 2018). Despite the fact that numerous scholars have defined organizational commitment in various ways, all of them emphasize the need to make sure that those workers stay with the

company. In the end, this is the organization's commitment to providing opportunities for improving overall employee performance (Chiu et al., 2019). From the explanation above, organizational culture must play a role in improving employee performance, and organizational commitment can be a link to improving employee performance. Therefore, this study contributes to science related to improving employee performance in an organization, especially at PT Arwana Citra Mulia Tbk. This is because PT Arwana Citra Mulia Tbk is one of Indonesia's largest ceramic manufacturing companies, with a good reputation in production efficiency and product quality. As a large company, its organizational culture can provide important insights into the success factors and challenges in the manufacturing industry.

2. Research Method

In this study, a quantitative method is used with the PLS-SEM approach. This research was conducted at PT Arwana Citra Mulia Tbk, which has a population of 74 people. The sampling uses the census method, meaning the entire population is sampled. In this study, the questionnaire is a tool to collect data and analyze respondents as research subjects. Measurement of organizational culture with indicators such as individual initiative, tolerance for risk, supervision, management support, and communication patterns (Wibowo, 2018), employee performance variables, which are manifested in task performance, contextual performance, and adaptive performance (Koopmans et al., 2011; Park & Park, 2019), and organizational commitment characterized by affective, sustainable, and normative (Meyer, 2016; Nassar, 2018), measured using an interval scale. The interval scale tests how strongly the respondent agrees or disagrees with the statement presented. The interval scale used in this study has ten scales of 1 (strongly disagree) to 10 (strongly agree). This follows the recommendation Ferdinand (2014), which explains that selecting an interval scale of 1-10 is a fairly accurate step in measuring an indicator. The tool to analyze the data in this study is the help of SmartPLS software version 3 (Ringle et al., 2015).

3. Result and Discussion

This research was conducted at PT Arwana Citra Mulia Tbk with 74 respondents. The following is presented in Table 1, which describes the characteristics of the respondents.

Table 1. Characteristics of respondents

Characteristic	Total	Percentage (%)	
Gender	Man	27	36
	Woman	47	64
Age	20 - 25 Year	9	12
	26 - 35 Year	26	35
	36 - 45 Year	20	27
	> 45 Year	19	26
Education	Junior high school	6	8
	Senior high school	16	22
	Diploma	32	43
	Bachelor	20	27

Source: PT Arwana Citra Mulia Tbk, 2024

In Table 1, it can be seen that the dominant gender characteristics are 47 people or 64 percent, then the dominant ones are employees with the age of 26-35 years, which is 26 people or 35 percent, while the characteristics according to the level of education that dominate are at the Diploma level of 43 percent or 32 people.

Table 2. Measurement model

Variables & Indicators	Outer Loading	AVE	Cronbach's Alpha	Composite Reliability
Organizational Culture		0.680	0.880	0.913
1. Individual initiatives	0.711			
2. Risk tolerance	0.880			
3. Supervision	0.901			
4. Management support	0.857			
5. Communication patterns	0.757			
Organizational Commitment		0.645	0.727	0.844

Variables & Indicators	Outer Loading	AVE	Cronbach's Alpha	Composite Reliability
1. Affective commitment	0.844			
2. Continuance commitment	0.727			
3. Normative commitment	0.834			
Employee Performance		0.640	0.720	0.842
1. Task performance	0.843			
2. Contextual performance	0.780			
3. Adaptive performance	0.775			

In the test, the first step is to check the outer loading to see the validity at the indicator level, Average Variance Extracted (AVE), Cronbach's Alpha (CA), and Composite Reliability (CR) to confirm that the model is getting adequate reliability. For the outer model, the cut-off is 0.7, while the AVE value must be more than 0.5; then, for CA and CR, the value is at least 0.7 (Hair et al., 2019).

Based on Table 1, it can be seen that the outer loading value of each indicator in the studied variable has met the validity requirement, which is more than 0.7. As for the AVE value of construction, it ranges from 0.640 and 0.680, which means that the value is higher than the limit value of 0.5. Then, the level of reliability obtained from CA and CR exceeds the minimum number, which is more than 0.7. It can be said that all the requirements recommended Hair et al (2019) have been met. Furthermore, to find out the validity of discrimination, you can see Table 3.

Table 3. Fornell-larcker criterion dan heterotrait-monotrait ratio (HTMT)

	Fornell-larcker criterion			Heterotrait-monotrait ratio		
	X	Y	M	X	Y	M
Organizational Culture (X)	0.824					
Employee Performance (Y)	0.674	0.800		0.818		
Organizational Commitment (M)	0.682	0.620	0.803	0.834	0.829	

After confirming that the reliability and validity of the instrument have been properly investigated, the next step is to check the validity of the discrimination. The validity of the discriminant can be checked from the Fornell-Larcker criterion and the Heterotrait-monotrait ratio (HTMT). According to the Fornell-Larcker criterion, the square root of the AVE construct must be greater than the highest correlation with other constructs (Hair et al., 2019; Henseler et al., 2015). Table 3 illustrates the Fornell-Larcker analysis to determine the validity of discrimination. As shown in Table 3 on the Fornell-Larcker criterion column, the square root of all AVEs is greater than the correlation with other constructions. Thus, the Fornell-Larcker criterion is met. HTMT is also used to assess the validity of discrimination. For this assessment, the proposition is to compare the HTMT with a predetermined threshold value (Henseler et al., 2015). The recommended threshold value is not more than 0.85, which is considered a conservative benchmark (Hair et al., 2019). This approach is very effective in detecting the validity of discrimination (Franke & Sarstedt, 2019). Table 3 in the heterotrait-monotrait ratio column shows that the value of HTMT is less than 0.85, which is only in the range of 0.818-0.834. This means that the conceptual construction that has been built has been adequate. Furthermore, the significance of the proposed hypothesis can be seen in Table 4.

Table 4. Hypothesis

Hypothesis	Path Coefficients	t-value	Result
Organizational Culture → Employee Performance	0.470	4.744	Significant
Organizational Culture → Organizational Commitment	0.682	13.816	Significant
Organizational Commitment → Employee Performance	0.300	2.771	Significant
Organizational Culture → Organizational Commitment → Employee Performance	0.204	2.581	Significant

It can be seen in Table 4 that the hypotheses proposed in this study are all acceptable, which means that the four hypotheses have a significant influence. Organizational culture has a positive and significant influence on employee performance where the amount of path coefficients is 0.470, and the t-value is 4.744; Organizational culture towards organizational commitment has a path coefficient value of 0.682 and a t-value of 13.816; Organizational commitment to employee performance also had a positive and significant effect (path coefficients = 0.300 and t-value = 2.771). Similarly, organizational commitment has a role as an

intervening variable in organizational culture on employee performance, seen with a t-value of 2.581, and its influence is also positive at 0.204. The value of the determination coefficient in employee performance is 0.502, and organizational commitment is 0.465. This characterizes that organizational culture and organizational commitment contribute 50.2 percent to improving employee performance, and organizational culture also contributes 46.5 percent to organizational commitment.

The study of organizational culture is important when it correlates with performance to improve action. More than that, every individual who becomes a new member of the organization must undergo a socialization or socialization process to minimize the problem of incompatibility and conflict. It is not enough for an individual to have the knowledge and skills required by the job; employees must first learn the norms, which are formal or informal rules that determine how to behave in various situations. So that individuals can assimilate details about their role and the prevailing circumstances in the organization. Therefore, employees must be informed about the organizational culture that applies to PT Arwana Citra Mulia Tbk.

Organizational culture has a certain influence on employee behavior because organizational culture is a value, symbol, and norm for the interaction between organizational members and organizations. A good organizational culture can encourage employees to be motivated to achieve the goals required by the organization. This emphasizes that organizational culture is increasingly important in influencing employee behavior. The concept of organizational culture is the totality of the value system shared by the organization's members at the collective level. Organizational culture can influence not only the short-term behavior of organizational members but also the medium- to long-term task performance attitude. Several studies conducted by Soomro & Shah (2019), Pujiono et al (2020), and Gencer et al (2021) provide information that organizational culture has a positive and significant relationship in improving employee performance. This study's results also refute the research findings Pawirosumarto et al (2017), which stated that organizational culture does not have a significant and positive effect on employee performance.

Organizational culture is at its peak, a source of competitive advantage for organizations, as it influences the commitment of people in the workplace, both individual and collective learning processes and skill development, and it arises from the underlying assumptions, beliefs, values, attitudes, and norms. A study Di Stefano et al (2019) analyzed the effects of four organizational culture types on deviant workplace behavior based on a competitive value model. From the analysis conducted Di Stefano et al (2019), it was found that among the four types of organizational culture, it can reduce worker deviant behavior and increase the sense of unity between individuals and organizations. This provides information that organizational culture will shape the organization's commitment. Organizational commitment is an individual's willingness to be loyal to and dedicated to the organization. On the other hand, organizational commitment is the relative strength of an individual's goals and the identification of value and investment in the organization, and the level of investment in the organization will vary, depending on the influence of personal behavior in the past. In other words, organizational commitment is an internalized normative force that allows its members to strongly accept the organization's goals and values and devote themselves to the organization's interests, i.e. the employee's commitment to the organization in which they work. This implies that organizational culture will shape organizational commitment, which means that a good organizational culture will affect organizational commitment. This is by the statements of Krajcsák (2018) and Shahriari et al (2022) stated that organizational culture has a significant influence on organizational commitment.

Organizational commitment refers to the strong belief of the members of the organization about the organization's goals or values, the desire to strive to devote themselves to the organization, and the strong desire to remain members of the organization. Organizational commitment is recognized as an individual's psychological attachment, such as work commitment, loyalty, personal belief in the organization's values, and willingness to comply with the organization. Therefore, organizational commitment reflects the state of employee loyalty attitude towards the organization. The organizational commitment approach is broadly divided into aspects of attitudes that shape behavior and aspects of behavior that determine attitudes. In the attitude aspect, organizational commitment is seen as the process by which individual members achieve organizational goals in harmony and the individual's voluntary psychological state.

Members of an organization with a high level of organizational commitment have the characteristics to maintain their status as members. Members of organizations with a high level of organizational commitment have good relationships with their colleagues and engage in creative and innovative activities. This study also explains that the better the organization's commitment, the better it will improve employee

performance. This is by research conducted by Loan (2020) and Hadian Nasab & Afshari (2019) which stated a strong relationship exists between organizational commitment and employee performance. On the other hand, organizational commitment can be a conductor or mediator of organizational culture in improving employee performance.

4. Conclusion

To adapt to the rapidly changing environment, organizations must try to achieve a competitive advantage through their unique organizational culture and efficient human resource management. The unique organizational culture of an organization leads to optimal performance through behaviors related to the work of its members. It plays a role in increasing the organization's commitment to be more loyal to the organization. Organizational culture has a role in improving employee performance, on the other hand, organizational culture has a great influence on organizational commitment. Then, in addition to organizational culture, organizational commitment can also significantly influence employee performance, and even organizational commitment can be a mediator in organizational culture in terms of improving employee performance. This indicates that it is important to maintain an excellent organizational culture so that employee behaviors in achieving optimal performance can be carried out properly. Companies can reward employees who demonstrate behavior that is in line with the organization's cultural values, for example, through monthly awards. On the other hand, companies can ensure that all company policies, from recruitment to performance evaluation, reflect the organization's cultural values, thereby achieving optimal results for its employees.

References

- Adam, A., Yuniarsih, T., Ahman, E., & Kusnendi, K. (2020). The Mediation Effect of Organizational Commitment in the Relation of Organization Culture and Employee Performance. *Proceedings of the 3rd Global Conference On Business, Management, and Entrepreneurship (GCBME 2018)*, 260–264. <https://doi.org/10.2991/aebmr.k.200131.056>
- Alfandi, A. M. (2016). Training impact on the performance of employees “a case of Jordanian travel and tourism institutions.” *International Business Management*, 10(4), 377–384. <https://doi.org/10.36478/ibm.2016.377.384>
- Bar-Haim, A. (2019). Measuring Organizational Commitment. In *ORGANIZATIONAL COMMITMENT The Case of Unrewarded Behavior* (pp. 13–19). World Scientific Publishing Co. Pte. Ltd. https://doi.org/10.1142/9789813232167_0003
- Chaidir, J., Haerofiatna, H., Kania, D., & Wahyudi, W. (2023). Peran mediasi komitmen afektif pada persepsi dukungan organisasi terhadap kinerja karyawan. *MBR (Management and Business Review)*, 7(1), 30–45. <https://doi.org/10.21067/mbr.v7i1.8723>
- Chatman, J. A., & O'Reilly, C. A. (2016). Paradigm lost: Reinvigorating the study of organizational culture. *Research in Organizational Behavior*, 36, 199–224. <https://doi.org/10.1016/j.riob.2016.11.004>
- Chiu, W., Won, D., & Bae, J. (2019). Internal marketing, organizational commitment, and job performance in sport and leisure services. *Sport, Business and Management: An International Journal*, 10(2), 105–123. <https://doi.org/10.1108/SBM-09-2018-0066>
- Choi, D., Oh, I.-S., & Colbert, A. E. (2015). Understanding organizational commitment: A meta-analytic examination of the roles of the five-factor model of personality and culture. *Journal of Applied Psychology*, 100(5), 1542–1567. <https://doi.org/10.1037/apl0000014>
- DeNisi, A. S., & Murphy, K. R. (2017). Performance appraisal and performance management: 100 years of progress? *Journal of Applied Psychology*, 102(3), 421–433. <https://doi.org/10.1037/apl0000085>
- Dewi, N. N., & Wibowo, R. (2020). The effect of leadership style, organizational culture and motivation on employee performance. *Management Science Letters*, 10(9), 2037–2044. <https://doi.org/10.5267/j.msl.2020.2.008>
- Di Stefano, G., Scrima, F., & Parry, E. (2019). The effect of organizational culture on deviant behaviors in the workplace. *The International Journal of Human Resource Management*, 30(17), 2482–2503. <https://doi.org/10.1080/09585192.2017.1326393>
- Diana, I. N., Supriyanto, A. S., Ekowati, V. M., & Ertanto, A. H. (2021). Factor influencing employee performance: The role of organizational culture. *The Journal of Asian Finance, Economics and Business*, 8(2), 545–553. <https://doi.org/10.13106/jafeb.2021.vol8.no2.0545>
- Ferdinand, A. T. (2014). *Metode Penelitian Manajemen : Pedoman Penelitian untuk Penulisan Skripsi, Tesis dan Disertasi Ilmu Manajemen*. Badan Penerbit Universitas Diponegoro.
- Franke, G., & Sarstedt, M. (2019). Heuristics versus statistics in discriminant validity testing: a comparison of four procedures. *Internet Research*, 29(3), 430–447. <https://doi.org/10.1108/IntR-12-2017-0515>
- Gencer, G., Atay, H., Gurdogan, A., & Colakoglu, U. (2023). The relationship between organizational culture, organizational silence and job performance in hotels: the case of Kuşadası. *Journal of Hospitality and Tourism*

- Insights*, 6(1), 70–89. <https://doi.org/10.1108/JHTI-01-2021-0001>
- Guzeller, C. O., & Celiker, N. (2019). Examining the relationship between organizational commitment and turnover intention via a meta-analysis. *International Journal of Culture, Tourism and Hospitality Research*, 14(1), 102–120. <https://doi.org/10.1108/IJCTHR-05-2019-0094>
- Hadian Nasab, A., & Afshari, L. (2019). Authentic leadership and employee performance: mediating role of organizational commitment. *Leadership & Organization Development Journal*, 40(5), 548–560. <https://doi.org/10.1108/LODJ-01-2019-0026>
- Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review*, 31(1), 2–24. <https://doi.org/10.1108/EBR-11-2018-0203>
- Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, 43(1), 115–135. <https://doi.org/10.1007/s11747-014-0403-8>
- Hogan, S. J., & Coote, L. V. (2014). Organizational culture, innovation, and performance: A test of Schein's model. *Journal of Business Research*, 67(8), 1609–1621. <https://doi.org/10.1016/j.jbusres.2013.09.007>
- Imamoglu, S. Z., Ince, H., Turkcan, H., & Atakay, B. (2019). The Effect of Organizational Justice and Organizational Commitment on Knowledge Sharing and Firm Performance. *Procedia Computer Science*, 158, 899–906. <https://doi.org/10.1016/j.procs.2019.09.129>
- Imran, M., & Tanveer, A. (2015). Impact of training & development on employees' performance in banks of pakistan. *European Journal of Training and Development Studies*, 3(1), 22–44.
- Kim, T., & Chang, J. (2019). Organizational culture and performance: a macro-level longitudinal study. *Leadership & Organization Development Journal*, 40(1), 65–84. <https://doi.org/10.1108/LODJ-08-2018-0291>
- Klein, H. J., & Park, H. (2015). Organizational commitment. In *International Encyclopedia of the Social & Behavioral Sciences: Second Edition* (pp. 334–340). Elsevier Inc.
- Koopmans, L., Bernaards, C. M., Hildebrandt, V. H., Schaufeli, W. B., de Vet Henrica, C. W., & van der Beek, A. J. (2011). Conceptual Frameworks of Individual Work Performance. *Journal of Occupational & Environmental Medicine*, 53(8), 856–866. <https://doi.org/10.1097/JOM.0b013e318226a763>
- Krajcsák, Z. (2018). Relationships between employee commitment and organizational cultures: a theoretical framework. *International Journal of Organizational Analysis*, 26(3), 398–414. <https://doi.org/10.1108/IJOA-05-2017-1174>
- Krijgsheld, M., Tummers, L. G., & Scheepers, F. E. (2022). Job performance in healthcare: a systematic review. *BMC Health Services Research*, 22(1), 149. <https://doi.org/10.1186/s12913-021-07357-5>
- Labrague, L. J., McEnroe – Petite, D. M., Tsaras, K., Cruz, J. P., Colet, P. C., & Gloe, D. S. (2018). Organizational commitment and turnover intention among rural nurses in the Philippines: Implications for nursing management. *International Journal of Nursing Sciences*, 5(4), 403–408. <https://doi.org/10.1016/j.ijnss.2018.09.001>
- Loan, L. T. M. (2020). The influence of organizational commitment on employees' job performance: The mediating role of job satisfaction. *Management Science Letters*, 10(14), 3308–3312. <https://doi.org/10.5267/j.msl.2020.6.007>
- Meyer, J. P. (2016). *Handbook of employee commitment*. Edward elgar publishing.
- Nassar, M. A. (2018). Human resource management practices and organizational commitment in four- and five-star hotels in Egypt. *Journal of Human Resources in Hospitality & Tourism*, 17(1), 1–21. <https://doi.org/10.1080/15332845.2017.1328258>
- Ostroff, C., Kinicki, A. J., & Muhammad, R. S. (2013). Organizational culture and climate. In S. Weiner, I.B. Schmitt, N.W. & Highhouse (Ed.), *Handbook of Psychology: Industrial and Organizational Psychology* (pp. 643–676). John Wiley & Sons, Inc.
- Park, S., & Park, S. (2019). Employee Adaptive Performance and Its Antecedents: Review and Synthesis. *Human Resource Development Review*, 18(3), 294–324. <https://doi.org/10.1177/1534484319836315>
- Pawirosumarto, S., Sarjana, P. K., & Gunawan, R. (2017). The effect of work environment, leadership style, and organizational culture towards job satisfaction and its implication towards employee performance in Parador Hotels and Resorts, Indonesia. *International Journal of Law and Management*, 59(6), 1337–1358. <https://doi.org/10.1108/IJLMA-10-2016-0085>
- Prihantari, G. A. P. E. D., & Astika, I. B. P. (2019). Effect of role overload, budget participation, environmental uncertainty, organizational culture, competence, and compensation on employee performance. *International Research Journal of Management, IT and Social Sciences*, 6(4), 197–206. <https://doi.org/10.21744/irjmis.v6n4.682>
- Pujiono, B., Setiawan, M., Sumiati, & Wijayanti, R. (2020). The effect of transglobal leadership and organizational culture on job performance - Inter-employee trust as Moderating Variable. *International Journal of Public Leadership*, 16(3), 319–335. <https://doi.org/10.1108/IJPL-11-2019-0071>
- Ramos-Villagrasa, P. J., Barrada, J. R., Fernández-del-Río, E., & Koopmans, L. (2019). Assessing Job Performance Using Brief Self-report Scales: The Case of the Individual Work Performance Questionnaire. *Revista de Psicología Del Trabajo y de Las Organizaciones*, 35(3), 195–205. <https://doi.org/10.5093/jwop2019a21>
- Randhawa, N. (2017). Performance evaluation system-key to employee development. *IMPACT: International Journal of Research in Business Management (IMPACT: IJRBM)*, 5(11), 21–34.
- Ringle, C. M., Wende, S., & Becker, J.-M. (2015). *SmartPLS 3. Boenningstedt: SmartPLS GmbH*, 584.
- Rivaldo, Y., & Nabella, S. D. (2023). Employee Performance: Education, Training, Experience and Work Discipline. *Quality - Access to Success*, 24(193), 182–188. <https://doi.org/10.47750/QAS/24.193.20>
- Schechner, R. (2020). *Performance Studies: An Introduction*. Routledge.

- Shahriari, M., Tajmir Riahi, M., Azizan, O., & Rasti-Barzoki, M. (2022). The effect of green organizational culture on organizational commitment: The mediating role of job satisfaction. *Journal of Human Behavior in the Social Environment*, 1–18. <https://doi.org/10.1080/10911359.2022.2029789>
- Shields, J., Brown, M., Kaine, S., Dolle-Samuel, C., North-Samardzic, A., McLean, P., Johns, R., O'Leary, P., Plimmer, G., & Robinson, J. (2015). *Managing employee performance & reward: Concepts, practices, strategies*. Cambridge University Press.
- Sinambela, L. P. (2016). *Manajemen Sumber Daya Manusia*. Bumi Aksara.
- Soomro, B. A., & Shah, N. (2019). Determining the impact of entrepreneurial orientation and organizational culture on job satisfaction, organizational commitment, and employee's performance. *South Asian Journal of Business Studies*, 8(3), 266–282. <https://doi.org/10.1108/SAJBS-12-2018-0142>
- Wahyudi, W. (2021). Pengaruh Pelatihan Terhadap Kinerja Karyawan Yang Dimediasi Oleh Disiplin Kerja. *ECO-Buss*, 4(2), 265–273. <https://doi.org/10.32877/eb.v4i2.272>
- Wahyudi, W., Bahrudin, U., & Sembiring, E. S. K. (2022). Perubahan struktur organisasi: Bagaimana implikasinya terhadap peluang karier dan perilaku kewargaan organisasi? *Jurnal Integrasi Sumber Daya Manusia*, 1(1), 31–39. <https://doi.org/10.56721/jisd.m.v1i1.63>
- Wahyudi, W., Rozi, A., & Putry, M. (2022). Kompetensi dan kinerja karyawan: Peran moderasi iklim organisasional. *Jurnal Manajemen Maranatha*, 21(2), 165–176. <https://doi.org/10.28932/jmm.v21i2.4671>
- Wibowo. (2018). *Budaya organisasi: Sebuah kebutuhan untuk meningkatkan kinerja jangka panjang* (5th ed.). Raja Grafindo Persada.