

## **Organizational Culture And Performance: Testing A Moderated Mediation Model Of Commitment And Job Satisfaction**

Maulana Akbar<sup>1\*</sup>

<sup>1</sup>Management Science Doctoral Program, Halu Oleo University, Kampus Hijau Bumi Tridharma, Anduonohu, Kec. Kambu, Kota Kendari, Sulawesi Tenggara  
maulanaakbar@gmail.com

### **Abstract**

This study examines organizational cultural relationships, organizational commitment, job satisfaction, and performance in personnel of the Directorate of Special Criminal Investigation of the South Sulawesi Police. The researcher used a quantitative approach with a survey method and collected data from one hundred respondents who met the research criteria. The researcher used a closed-ended questionnaire based on a five-point Likert scale to capture respondents' perceptions of each variable in a measurable manner. The researcher compiles an instrument from the relevant indicators, then conducts validity and reliability testing before the main analysis. The researcher analyzed data using SEM PLS with SmartPLS through the evaluation of measurement models and structural models, including testing the role of organizational commitment as a mediator and job satisfaction as a moderator on organizational cultural relations and performance. The results of the study showed that job satisfaction did not have a significant direct effect on performance. Organizational culture has a positive and significant influence on performance, and is the main determinant that drives organizational commitment. Organizational commitment also has a positive and significant influence on performance, so commitment plays an important role as an important path that channels the influence of organizational culture towards performance. Moderation testing shows that job satisfaction strengthens the formation of organizational commitments, so that strengthening organizational culture results in a stronger commitment when the level of job satisfaction is higher. These findings emphasize that the focus of improvement needs to be directed at the consistency of work culture and strengthening commitment, as well as improving aspects of job satisfaction that support the attachment of personnel to the organization.

**Keywords:** Organizational Culture, Organizational Commitment, Job Satisfaction, Performance

### **Abstrak**

Penelitian ini mengkaji hubungan budaya organisasi, komitmen organisasi, kepuasan kerja, dan kinerja personel Direktorat Investigasi Kriminal Khusus Kepolisian Sulawesi Selatan. Peneliti menggunakan pendekatan kuantitatif dengan metode survei dan mengumpulkan data dari seratus responden yang memenuhi kriteria penelitian. Peneliti menggunakan kuesioner tertutup berbasis skala Likert lima poin untuk menangkap persepsi responden terhadap setiap variabel secara terukur. Peneliti menyusun instrumen dari indikator yang relevan, kemudian melakukan pengujian validitas dan reliabilitas sebelum analisis utama. Peneliti menganalisis data menggunakan SEM PLS dengan SmartPLS melalui evaluasi model pengukuran dan model struktural, termasuk pengujian peran komitmen organisasi sebagai mediator dan kepuasan kerja sebagai moderator pada hubungan budaya organisasi dan kinerja. Hasil penelitian menunjukkan bahwa kepuasan kerja tidak memiliki pengaruh langsung yang signifikan terhadap kinerja. Budaya organisasi memiliki pengaruh positif dan signifikan terhadap kinerja, dan merupakan penentu utama yang mendorong komitmen organisasi. Komitmen organisasi juga memiliki pengaruh positif dan signifikan terhadap kinerja, sehingga komitmen memainkan peran penting sebagai jalur penting yang menyalurkan pengaruh budaya organisasi terhadap kinerja. Pengujian moderasi menunjukkan bahwa kepuasan kerja memperkuat pembentukan komitmen organisasi, sehingga penguatan budaya organisasi menghasilkan komitmen yang lebih kuat ketika tingkat kepuasan kerja lebih tinggi. Temuan ini menekankan bahwa fokus perbaikan perlu diarahkan pada konsistensi budaya kerja dan penguatan komitmen, serta peningkatan aspek kepuasan kerja yang mendukung keterikatan personel terhadap organisasi.

**Kata kunci:** Budaya Organisasi, Komitmen Organisasi, Kepuasan Kerja, Kinerja

Copyright (c) 2026 Maulana Akbar

✉Corresponding author: Maulana Akbar

Email Address: maulanaakbar@gmail.com (Kampus Hijau Bumi Tridharma, Kota Kendari, Sulawesi Tenggara)

Received 01 January 2026, Accepted 07 January 2026, Published 13 January 2026

## **INTRODUCTION**

Improving the performance of public organizations is the main focus in the ongoing bureaucratic reform in various government agencies, including law enforcement institutions such as the police. In order to achieve the effectiveness and efficiency of public services, attention to internal organizational factors is increasing. One of the strategic approaches that is recognized as being able to influence employee behavior and productivity is strengthening organizational culture. Organizational culture serves as a system of values and beliefs that shape the way of thinking and acting of organizational members in carrying out their duties. In various studies, organizational culture has been shown to have a direct or indirect impact on improving individual and collective performance in organizations (Joseph & Kibera, 2019; Issah et al., 2024). A strong culture that is aligned with the strategy and organizational structure is able to create a work climate that supports the achievement of performance in a sustainable manner (Akhter & Chaity, 2024).

In addition, the success of an organization is also determined by the extent to which its members are committed to the organization's goals and values. Organizational commitment not only strengthens employee loyalty, but also encourages them to contribute optimally (Ara et al., 2021). High commitment is the foundation for increased productivity and the alignment between individual goals and organizational goals (Nikpour, 2017). However, the influence of organizational culture on performance is not always direct and linear. Various studies have shown that organizational commitment can be a mediating variable in the relationship (Zunizar et al., 2023; Azmy & Wiadi, 2023). In addition, job satisfaction is also an important factor that has the potential to moderate the influence of commitment on performance, as found in a study by Yousef (2000). Therefore, research that integrates these three variables of organizational culture, organizational commitment, and job satisfaction in a single model framework becomes essential for understanding performance dynamics in complex work environments, such as law enforcement agencies.

Organizational culture is the foundation in the formation of work behavior, coordination between team members, and adjustment to changes in the external environment. The research of Joseph & Kibera (2019) underlines the importance of alignment between organizational culture and organizational strategy and structure as the key to long-term performance success. An organizational culture that supports the values of innovation, openness, and collaboration has been proven to not only improve operational efficiency but also encourage creativity in problem solving (Issah et al., 2024; Akhter & Chaity, 2024). In fact, a study by Lee & Kim (2017) shows that the influence of organizational social programs on performance is highly dependent on the type of underlying culture, indicating that organizational culture has a strengthening effect on various organizational initiatives.

Organizational commitment is also an important indicator in understanding how far employees are willing to give their best efforts for the success of the organization. Employees who have high commitment will show loyalty, perseverance, and a desire to maintain and improve work performance. Ara et al. (2021) show that organizational commitment significantly increases effectiveness. Studies by

Zunizar et al. (2023), Azmy & Wiadi (2023) reinforce that commitment mediates the relationship between job satisfaction and performance. In this case, job satisfaction is an important aspect that reinforces the positive effect of commitment on performance. Research by Yousef (2000), and Azeem (2010) shows that job satisfaction acts as a moderator that magnifies the influence of commitment on performance output. Therefore, a thorough understanding of these three variables is essential to design an effective performance management strategy.

Although the relationship between organizational culture, commitment, and performance has been extensively researched, most studies have been conducted on the private sector or non-public institutions. Few studies explicitly explore these relationships in the context of law enforcement agencies that have different working characteristics. The work environment in organizations such as the police tends to be hierarchical, stressful, and has a strict command structure, which can affect the dynamics between organizational culture and work performance. In addition, there are still few studies that specifically place job satisfaction as a moderator in the relationship between organizational commitment and performance. In fact, working conditions, workload, and perception of organizational fairness greatly affect employee satisfaction in public organizations.

Theoretically, there is still a limited conceptual model that integrates these four variables in a single complete framework of understanding. Most studies test the direct relationship between the two variables or focus only on the mediating role of organizational commitment. Not many have explored the mechanism of moderation of job satisfaction in the relationship between commitment and performance. In fact, based on the theory of organizational behavior and work motivation, job satisfaction has the potential to strengthen or weaken the influence of commitment on behavior and work results. Therefore, a more comprehensive research approach is still needed that is able to answer how organizational culture shapes performance, through the path of commitment, as well as how the level of job satisfaction strengthens these relationships.

This research develops a conceptual model that places organizational culture as an independent variable that influences performance through organizational commitment as a mediator, and job satisfaction as a moderator variable. With this approach, the causal relationship between the organization's internal values and work performance can be explained more comprehensively. A positive organizational culture is believed to be able to increase employees' emotional commitment to the organization, which will further be reflected in improved performance. This is reinforced by the study of Nikpour (2017), which shows that organizational culture plays an indirect role in performance through organizational commitment as an intermediary. Using this approach, this research seeks to answer how organizational culture can be functionally translated into better work outcomes.

Furthermore, the inclusion of job satisfaction as a moderator in this research model is based on the findings that working conditions and feelings of job satisfaction can reinforce the psychological effects of commitment. In other words, satisfied employees tend to be able to actualize their commitments in the form of productive work behavior. The study of Putri & Syah (2018) shows that

job satisfaction plays an important role in strengthening the relationship between psychological variables and work performance. This model allows for a more accurate mapping of human resource management interventions, especially in the context of public organizations with specific work characteristics.

The Directorate of Special Criminal Investigation (Ditreskrimsus) of the Southeast Sulawesi Police is a strategic unit that has a mandate in law enforcement against corruption, cybercrime, intellectual property rights violations, and other economic crimes. The wide and complex scope of duties requires personnel in this unit to have high integrity, precision, and speed in decision-making. In addition to the high workload, pressure from the public, the media, and demands for accountability weigh on the psychological burden of members.

This situation makes aspects of organizational culture, employee commitment, and job satisfaction as important factors in maintaining and improving performance. An organizational culture that encourages professionalism, teamwork, and loyalty can be the foundation for building strong commitments. On the other hand, satisfaction with the work environment, clarity of roles, and a fair reward system can strengthen the relationship between commitment and work output. Therefore, the Directorate of Criminal Investigation of the South Sulawesi Regional Police is the right context to test the conceptual model proposed in this study.

This study aims to analyze the influence of organizational culture on organizational commitment, analyze the influence of organizational culture on personnel performance, analyze the influence of organizational commitment on performance, and examine the role of job satisfaction in moderating the influence of organizational commitment on performance. The expected contribution from this research includes two main aspects. Theoretically, this study offers the development of a conceptual model that integrates organizational culture, organizational commitment, performance, and job satisfaction in a single whole, particularly in the context of public organizations such as police institutions. Meanwhile, practically, this research is expected to provide strategic recommendations in human resource management through strengthening organizational culture, increasing employee commitment, and creating job satisfaction which can ultimately support the improvement of personnel performance, especially within the Directorate of Special Criminal Investigation (Ditreskrimsus) of the Southeast Sulawesi Police.

## **METHODS**

This study applies a quantitative approach with a survey method to test organizational cultural relationships, organizational commitment, job satisfaction, and performance in personnel of the Directorate of Special Criminal Investigation of the South Sulawesi Police. The researcher assigned a sample of 100 personnel who met the research criteria, then collected data using a closed questionnaire compiled from indicators of each variable. The researcher measured each statement using a five-point Likert scale, from strongly disagree to strongly agree, so that respondents' perceptions were recorded

measurably. The researcher processed the data using SmartPLS with the SEM PLS method because this method supports testing relationships between latent variables simultaneously, remains stable on data that does not follow normal distributions, and is suitable for moderate sample sizes. The researcher begins the analysis with an external model evaluation to ensure that the indicators are valid and reliable, then proceeds to an internal model evaluation to assess the strength of the relationship between variables according to the research hypothesis, including testing the mediating effect of organizational commitment and the effect of job satisfaction moderation on organizational culture and performance relationships. The results of the pathway test show all relationships in a significant model, so that the research model explains the mechanism of influence of organizational culture on performance, through organizational commitment, and shows the role of job satisfaction as a relationship reinforcement in the tested structure.



**Figure 1.** Conceptual Framework

## **RESULTS AND DISCUSSION**

### ***Results***

The characteristics of the respondents in this study describe the profiles of personnel of the Directorate of Special Criminal Investigation of the South Sulawesi Police who filled out questionnaires to measure organizational culture, organizational commitment, job satisfaction, and performance. In terms of age, the most respondents were in the range of 32 to 38 years old at 46.00%, followed by the range of 39 to 45 years old at 29.00%, then the range of 25 to 31 years at 19.00%, and the group over 45 years old at 6.00%. Based on gender, respondents were dominated by men at 80.00%, while women at 20.00%, so that the composition of the sample was in line with the personnel structure in the police work unit. In terms of education, the majority of respondents had S1 education at 58.00%, followed by high school or equivalent at 24.00%, and S2 at 18.00%, which shows that most personnel have academic qualifications that support the implementation of duties. When viewed from the working period, the most respondents were in the range of 6 to 10 years of 35.00%, then 11 to 15 years of 27.00%, 1 to 5 years of 25.00%, and more than 15 years of 13.00%. The total number of respondents was 100 personnel, and this demographic distribution provided a clear context for the reading of the results of the SEM PLS analysis related to the mechanism of influence of organizational culture on performance

through organizational commitment and the role of job satisfaction as a relationship reinforcement in the model.

**Table 1.** Measurement items and Constructs

<b>Variables</b>	<b>Items</b>	<b>Loading</b>	<b>Cronbach's alpha</b>	<b>Composite reliability</b>	<b>Average variance extracted</b>
Job Satisfaction	M_1	0,921	0,946	0,956	0,821
	M_2	0,897			
	M_3	0,923			
	M_4	0,875			
	M_5	0,913			
Organizational Culture	X_1	0,935	0,943	0,944	0,854
	X_2	0,920			
	X_3	0,917			
	X_4	0,925			
Performance	Y_1	0,940	0,953	0,954	0,877
	Y_2	0,916			
	Y_3	0,944			
	Y_4	0,947			
Organizational Commitment	Z_1	0,914	0,966	0,967	0,882
	Z_2	0,940			
	Z_3	0,956			
	Z_4	0,932			
	Z_5	0,952			

Table 1 presents the measurement and quality items used to measure job satisfaction, organizational culture, performance, and organizational commitment. All items show a high loading value, which is in the range of 0.875 to 0.956, so that each indicator is firmly attached to the measured construct and does not show any problems at the measurement model stage. In job satisfaction, five items M\_1 to M\_5 had a loading of 0.875 to 0.923, supported by Cronbach's alpha of 0.946 and composite reliability of 0.956, and an AVE value of 0.821 which confirms that this construct absorbs the variance of the indicator adequately. In organizational culture, four items X\_1 to X\_4 had a loading of 0.917 to 0.935 with Cronbach's alpha 0.943 and composite reliability of 0.944, and AVE 0.854, so that the organizational culture measurement was consistent and met the convergent validity. In performance, items Y\_1 to Y\_4 have a loading of 0.916 to 0.947, accompanied by Cronbach's alpha 0.953 and composite reliability of 0.954, as well as AVE 0.877, which shows a performance indicator measuring constructs uniformly. In organizational commitment, five items Z\_1 to Z\_5 had a loading of 0.914 to 0.956, with Cronbach's alpha of 0.966 and composite reliability of 0.967, and AVE of 0.882, making it the most stable and strong measured organizational commitment among the constructs tested. Overall, the high reliability values and AVE that exceeds the general limits indicate that the instrument is suitable for structural model analysis at the next stage.

**Table 2.** Discriminant Validity

	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
Job Satisfaction	0,906			
Organizational Culture	0,384	0,924		

Performance	0,343	0,766	0,937
Organizational Commitment	0,422	0,799	0,814
			0,939

Table 2 presents the results of the discriminant validity test to ensure that job satisfaction, organizational culture, performance, and organizational commitment are truly different as stand-alone constructs. The value on the diagonal is the square root of the AVE, which is 0.906 for job satisfaction, 0.924 for organizational culture, 0.937 for performance, and 0.939 for organizational commitment. All diagonal values are higher than the correlation between constructs in the same row and column, thus meeting Fornell Larcker's criteria and showing that there is no overlap of measurements between variables. Job satisfaction has a correlation of 0.384 with organizational culture, 0.343 with performance, and 0.422 with organizational commitment, and all of these values are lower than 0.906, so job satisfaction is clearly separate from other constructs. Organizational culture has a strong correlation with performance of 0.766 and with organizational commitment of 0.799, but both correlations remain lower than 0.924, so organizational culture remains measurable as a different construct even though it is closely related to performance and commitment. Performance is also highly correlated with organizational commitment of 0.814, but this value is still below the square root of AVE performance of 0.937 and organizational commitment of 0.939, so performance and commitment indicators do not replace each other. Overall, the results in this table show that the instrument is able to distinguish four main constructs in the study, so that structural relationship testing between variables can be carried out without construct mixing problems.

**Table 3. R-Square**

	<b>R-square</b>
Performance	0,714
Organizational Commitment	0,638

The R-square table shows how much variation of endogenous variables in the model is explained by all the predictive variables that you did include in the research model. The R-square value on performance of 0.714 means that the model explains 71.4% variation in personnel performance. This shows that the model has a high explainability to explain changes in performance based on the relationships between the variables being tested. The remaining 28.6% of the variation in performance came from factors outside of the model that you didn't measure in this study. The R-square value of organizational commitment is 0.638, which means that the model explains 63.8% of the variation in organizational commitment. This shows that the model is also able to explain changes in organizational commitments quite strongly through the variable relationship structure you tested. The remaining 36.2% of the variation in organizational commitment was influenced by factors outside the research model. Overall, these two R-square values confirm that the research model has a strong ability to explain performance and is strong enough in organizational commitment, so you have a good basis to continue interpreting the results of the path test in the structural model.

**Table 4. Hypothesis Testing**

	<b>Original sample</b>	<b>P values</b>
Job Satisfaction -> Performance	0,048	0,352
Organizational Culture -> Performance	0,300	0,012
Organizational Culture -> Organizational Commitment	0,799	0,000
Organizational Commitment -> Performance	0,516	0,000
Job Satisfaction x Organizational Commitment -> Organizational Commitment	0,116	0,022

The results of the hypothesis test in Table 4 show that the path of job satisfaction to performance has a coefficient of 0.048 with a p value of 0.352. A p-value greater than 0.05 indicates that the effect of job satisfaction on performance is not significant. This means that changes in job satisfaction are not followed by consistent changes in performance in the research data. Procedure- and target-oriented working conditions can keep performance running even when satisfaction levels are different. The organizational culture to performance path has a coefficient of 0.300 with a p value of 0.012. A p-value smaller than 0.05 indicates the influence of organizational culture on significant and positive performance. This means that when the organizational culture is strengthened, personnel performance also increases. A clear culture helps unify the way of working, speed up coordination, and suppress errors in task execution.

The organizational culture to organizational commitment pathway showed a coefficient of 0.799 with a p value of 0.000. These results confirm that organizational culture is the main driver of organizational commitment. When organizational values, rules, and work practices are applied consistently, personnel commitment is strengthened. This influence is the most significant in the model and shows the role of culture as the foundation of work behavior. The organizational commitment to performance path has a coefficient of 0.516 with a p value of 0.000. These results show the organization's commitment to significantly improving performance. Personnel who have high commitment tend to maintain discipline, complete tasks completely, and follow work procedures. This impact makes performance more stable and work results more in line with standards.

If you look at the organizational culture path to commitment and commitment to performance is equally significant, you get a clear flow of influence. Organizational culture strengthens commitment, then commitment to encourage performance. This demonstrates a commitment to play a role as an important pathway that brings cultural influence to performance. These findings also help explain why job satisfaction doesn't appear to have a direct effect on performance in the model. The interaction test showed that job satisfaction x organizational commitment had a significant effect on organizational commitment with a coefficient of 0.116 and a p value of 0.022. These results indicate that job satisfaction moderates the formation of organizational commitments through interaction with the commitments themselves, so that the effect appears as a reinforcer in the model structure. When job satisfaction is higher, organizational commitment is easier to strengthen and endure. These findings

confirm that organizations need to maintain job satisfaction so that efforts to strengthen commitments are more effective.

### **Discussion**

The results of the study show that organizational culture has a significant effect on organizational commitment, which means that the stronger the culture that is embraced and applied in the organization, the higher the level of emotional attachment and employee loyalty to the institution. These findings support previous research by Kurnianingsih et al. (2024) and Nikpour (2017), which assert that cultural values such as trust, cooperation, and integrity can strengthen employee engagement. In the context of public organizations such as the Directorate of Criminal Investigation of the South Sulawesi Police, strengthening a work culture that reflects the ethos of professionalism and accountability is an important foundation in building the long-term commitment of personnel to the organization.

In addition, this study also proves that organizational culture has a significant direct influence on personnel performance. This shows that organizational culture not only shapes attitudes, but is also able to encourage productive work behavior. A strong culture creates informal structures that guide behavior, accelerate coordination, and reinforce a sense of responsibility, thus positively impacting performance. These findings are in line with the results of studies by Joseph & Kibera (2019) and Issah et al. (2024), which emphasize the importance of organizational culture fit in driving the achievement of organizational targets and improving operational efficiency.

Furthermore, organizational commitment has been shown to have a significant effect on performance, which shows that employees who feel emotionally attached and responsible to the organization will be motivated to make their best contributions. These findings are consistent with the research of Ara et al. (2021) which underlined that commitment is an important psychological variable that drives positive work orientation, such as perseverance, loyalty, and proactivity. Therefore, organizational management needs to pay serious attention to creating a work climate that is able to maintain and increase commitment, as part of a sustainable performance improvement strategy.

Interestingly, the study also found that job satisfaction significantly moderated the influence of organizational commitment on performance. This means that the relationship between commitment and performance becomes stronger when employees are satisfied with their working conditions. These findings support the motivation theory and the results of research by Yousef (2000), who stated that job satisfaction serves as a reinforcer in the psychological mechanisms between attitudes and behaviors. Employees who are satisfied with their work will be better able to realize their commitment into optimal performance.

Overall, the results of this study reinforce the importance of an integrated approach in human resource management in public organizations. The significant influences found between culture, commitment, job satisfaction, and performance confirm that organizations are not enough to rely solely on formal structures and administrative policies. Serious investment is needed in building a positive organizational culture, creating a satisfying work environment, and encouraging employee commitment

consistently. This strategy will contribute directly to improving the quality of public services, especially in law enforcement institutions that have high operational and social challenges such as the Directorate of Criminal Investigations of the South Sulawesi Police.

## **CONCLUSION**

Based on the results of the analysis and discussion, it can be concluded that all relationships between variables in this research model are proven to be significant. Organizational culture has a positive effect on organizational commitment and personnel performance, and organizational commitment has been proven to improve performance directly. In addition, job satisfaction moderates the relationship between organizational commitment and performance, where the influence of commitment on performance becomes stronger when job satisfaction levels are high. These findings show that organizational culture, commitment, and job satisfaction are important components that interact with each other in encouraging optimal performance in the public organization environment, especially in the context of law enforcement institutions such as the Directorate of Special Criminal Investigation (Ditreskrim) of the Southeast Sulawesi Police.

The implications of this study emphasize the importance of strengthening an organizational culture that is aligned with the values of professionalism, integrity, and collaboration to build a strong commitment among personnel. In addition, organizational management needs to pay attention to the factors that shape job satisfaction, such as fairness in rewarding, supportive working conditions, and participatory leadership, so that employee commitment can be fully converted into maximum performance. For further research, it is recommended that the model be developed taking into account additional variables such as leadership style, organizational climate, or work pressure, as well as performed on different contexts and work units to expand the generalization of the findings. The use of mixed-methods can also provide a depth of understanding of organizational behavior dynamics that are not fully revealed through quantitative approaches.

## **REFERENCES**

- Akhter, P. and Chaity, N. (2024). Exploration of the relationship between organizational culture and its performance in the bangladeshi microfinance sector with organizational innovation as a mediating factor. *European Scientific Journal Esj*, 20(10), 88. <https://doi.org/10.19044/esj.2024.v20n10p88>
- Ara, A., Pasinringi, S., & Sangkala, S. (2021). The effect of job satisfaction and organizational commitment on the performance of the special hospital for mothers and children in south sulawesi province. *Journal of Wetenskap Health*, 2(2), 45-53. <https://doi.org/10.48173/jwh.v2i2.106>
- Azeem, S. (2010). Job satisfaction and organizational commitment among employees in the sultanate of oman. *Psychology*, 01(04), 295-299. <https://doi.org/10.4236/psych.2010.14038>

- Azmy, A. and Wiadi, I. (2023). The effect of job satisfaction and organizational culture on employee performance in autofinance business: the mediating role of organizational commitment. *Management*, 26(2), 86-119. <https://doi.org/10.58691/man/161917>
- Fatmawati, R. and Muhyi, H. (2025). The influence of organizational culture and organizational commitment on employee performance at a japanese multinational company in indonesia. *International Journal of Social Science and Human Research*, 08(01). <https://doi.org/10.47191/ijsshr/v8-i1-96>
- Issah, O., Bluwey, E., & David, A. (2024). Total quality management practices, organisational culture and firm performance; service or product innovation. *AJPLSCM*, 7(9), 135-175. <https://doi.org/10.4314/ajplscm.v7i9.5>
- Joseph, O. and Kibera, F. (2019). Organizational culture and performance: evidence from microfinance institutions in kenya. *Sage Open*, 9(1). <https://doi.org/10.1177/2158244019835934>
- Kurnianingsih, M., Martadiani, A., & Dharmanegara, I. (2024). The role of organizational commitment in mediating the influence of the physical work environment and organizational culture on the performance of perumda pasar arga nayottama employees, buleleng district. *International Journal of Environmental Sustainability and Social Science*, 5(2), 402-420. <https://doi.org/10.38142/ijesss.v5i2.1036>
- Lee, M. and Kim, H. (2017). Exploring the organizational culture's moderating role of effects of corporate social responsibility (csr) on firm performance: focused on corporate contributions in korea. *Sustainability*, 9(10), 1883. <https://doi.org/10.3390/su9101883>
- Nikpour, A. (2017). The impact of organizational culture on organizational performance: the mediating role of employee's organizational commitment. *International Journal of Organizational Leadership*, 6(1), 65-72. <https://doi.org/10.33844/ijol.2017.60432>
- Putri, A. and Syah, T. (2018). Influence of organizational commitment and self efficacy on employee performance through job satisfaction as intervening variables. *Iarjset*, 5(8), 72-78. <https://doi.org/10.17148/iarjset.2018.588>
- Yousef, D. (2000). Organizational commitment: a mediator of the relationships of leadership behavior with job satisfaction and performance in a non-western country. *Journal of Managerial Psychology*, 15(1), 6-24. <https://doi.org/10.1108/02683940010305270>
- ZUNIZAR, R., RIBHAN, R., & Mardiana, N. (2023). The influence of competence and job satisfaction on the performance of employees in Indonesian educational and professional development institutions (LP3i) through organizational commitment as a mediation variable. *International Journal of Environmental Sustainability and Social Science*, 4(6), 1847-1858. <https://doi.org/10.38142/ijesss.v4i6.918>