



Original Article

The Impact of Organizational Culture and Organizational Commitment on Employee Performance: A Mediation Study of Pt Abc's Job Satisfaction

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Abstract:

This study aims to analyze the impact of organizational culture and organizational commitment on employee performance with job satisfaction as a mediating variable at PT ABC. The research approach uses a qualitative method by involving 20 employee resource persons selected through purposive sampling. Data were collected through in-depth interviews, participatory observations, and documentation, then analyzed using Miles and Huberman's interactive model through the stages of data reduction, data presentation, and conclusion drawn. The results of the study show that a collaborative and open organizational culture and high affective commitment encourage the emergence of employee job satisfaction. Job satisfaction was found to be a significant mediating factor, where satisfied employees tended to demonstrate proactive performance, discipline, and high loyalty. In contrast, dissatisfied employees tend to work to minimum standards. Financial aspects and promotional opportunities emerged as factors that needed to be improved to strengthen overall job satisfaction. In conclusion, organizational culture and organizational commitment have a positive effect on employee performance through job satisfaction as a mediator. The practical implications of this research encourage PT ABC's management to strengthen a culture of innovation, provide recognition, and optimize the compensation system to support sustainable performance.



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

Introduction

Organizational culture is the heart of the social system in a company (Sutoro 2020). At PT ABC, the culture that happens for a day-day shapes the norms, values, and behavior of employees. This culture reflects the identity of the organization and determines the direction of interaction between employees and leaders. Core values such as honesty, collaboration, innovation, and customer orientation are embedded in PT ABC's culture. When these values are firmly entrenched, employees understand the expectations and responsibilities of each role, creating harmony and healthy teamwork.

In addition to organizational values, symbols and rituals such as regular meetings, training, and even togetherness after work strengthen cohesion between members (Alhempri et al. 2024). This culture makes each individual feel part of something bigger than themselves. On the other hand, organizational commitment is related to the emotional attachment and loyalty of employees to PT ABC. Highly committed employees typically show greater dedication, low attendance rates, and a desire to thrive in the long term.

This commitment is divided into three dimensions: affective (emotional) commitment, continuity commitment (based on fixed cost), and normative commitment (based on moral obligation) (Parinding 2017). At PT ABC, it is important to see how each dimension is formed in the daily work environment. Employee performance is a key indicator of the effectiveness of organizational culture and commitment. Performance includes job productivity, quality of results, timeliness, and additional initiatives. In the context of PT ABC, high performance is capital for the company's growth.

Before achieving optimal performance, one of the determining factors is job satisfaction. Satisfaction reflects the extent to which employees feel their physical, psychological, and social needs are being met in the work and work environment. Job satisfaction arises from aspects such as remuneration, relationships with superiors and co-workers, work-life balance, recognition, and career development opportunities (Subakti 2013). At PT ABC, a change in one of these aspects can affect employee motivation and retention.

Previous research has shown that a positive organizational culture and strong organizational commitment each have a significant influence on employee performance (Muis and Hasibuan 2021). However, a more detailed review indicates that these influences are often not direct but through job satisfaction as a mediator. This means that culture and commitment form job satisfaction, which then encourages employees to perform optimally. For example, a culture that supports innovation can increase pride and job satisfaction, ultimately making employees productive and proactive.

Similarly, employees who feel emotionally attached (affective commitment) tend to be more satisfied with their work. This satisfaction makes them willing to put in extra effort, to improve the overall performance of the organization (Winowoda 2018). At PT ABC, real-world situations such as internal programs, an open work atmosphere, and transparent communication show how intertwined culture and commitment are. If the size of both is optimized, the positive effect on performance can be maximized.

However, if the organizational culture is inconsistent or low commitment, for example, employees feel unappreciated or there is no acceptance for their contributions, satisfaction can decrease, then performance also decreases. Interestingly, the direct impact of culture and commitment to performance without considering satisfaction is often less strong (Hidayat, Hadiyat, and Yusnita 2025). This means that job satisfaction serves as a link that strengthens the correlation between the two key variables and

performance.

Within the framework of PT ABC, it is necessary to understand how job satisfaction works as a mediator. Does organizational culture directly affect performance, or through its influence on satisfaction? Similarly, can organizational commitment improve performance directly, or is it only effective if it is based on adequate job satisfaction? Studies that examine the role of mediation are crucial here.

Thus, this study aims to measure and analyze the impact of culture and commitment on performance by paying attention to job satisfaction as a mediating variable in PT ABC.

Methods

This research uses a qualitative approach with the aim of understanding in depth the perceptions, experiences, and views of PT ABC employees related to organizational culture, organizational commitment, job satisfaction, and its influence on employee performance (Darmalaksana 2020). The qualitative approach was chosen because it is able to explore social phenomena holistically, provide contextual understanding, and capture the subjective meaning experienced by employees.

1. Research Subjects and Sources

The subjects of the study were employees of PT ABC from various divisions who were selected by purposive sampling, namely based on certain criteria relevant to the purpose of the research. These criteria include:

- Have worked for at least 1 year at PT ABC.
- Have experience actively interacting with the company's organizational culture.
- Willing to provide information honestly and openly.

The number of speakers involved in this study is 20 employees representing various divisional backgrounds and job positions, so that they can provide a comprehensive view.

2. Data Collection Techniques

Data collection is carried out using several key techniques (Jogiyanto Hartono 2018):

- In-depth interview
Interviews are conducted face-to-face or online with semi-structured interview guides. The questions focused on employees' experiences related to organizational culture, levels of commitment to the company, feelings of satisfaction at work, and their perceptions of individual and team performance.
- Participatory Observation
The researcher observed the daily work activities of employees within PT ABC. Observations are focused on interactions between employees, the application of organizational cultural values, and work behaviors that show commitment or satisfaction.
- Documentation
Additional data is collected through internal company documents such as

performance reports, organizational structures, and company work culture guidelines. Documentation is used as a triangulation material to improve the validity of the data.

3. Data Analysis Techniques

Qualitative data analysis was carried out using interactive models (Miles and Huberman 1994), which includes three main stages:

- **Data Reduction**
Data from interviews, observations, and documentation are selected, focused, and summarized to identify relevant information.
- **Data Display**
The reduced data is presented in the form of narratives, matrices, and thematic categories to facilitate the drawing of conclusions.
- **Conclusion Drawing/Verification**
Patterns, themes, and relationships between concepts (culture, commitment, satisfaction, and performance) are identified and verified on a recurring basis to ensure valid and reliable findings.

4. Data Validity Test

To maintain the credibility of the research results, several triangulation strategies are used, including:

- Triangulation of sources, by comparing data from different sources.
- Triangulation method, by combining interviews, observations, and documentation.
- Member check, which is reconfirming findings with the source so that the interpretation of the data is in accordance with their experience.

Results

1. Organizational Culture at PT ABC

Most employees stated that PT ABC's organizational culture is collaborative and open. Values such as teamwork, discipline, and active communication are evident in daily activities. Some employees said that the innovation culture was not optimal because some leaders still dominantly used a top-down instruction pattern. However, most employees feel comfortable because there are "weekly sharing sessions" and "creative idea forums" that are a means of conveying ideas.

The observations reinforced the interview's findings: employees appeared to be used to working in cross-division teams, helping each other, and holding regular meetings. However, support for individual creativity still needs to be increased so that the innovative culture is truly felt.

The organizational culture at PT ABC that is collaborative, open, and supports active communication is in line with the findings of Organisational theory (Gbenga-Julius et al. 2025), which states that consistently instilled values and norms will shape the collective behavior of employees. This open culture is also in line with the results of the study (Cameron 2011) in the UK which shows that an adaptive culture and supporting innovation improves job satisfaction and employee

engagement.

At PT ABC, the creative idea forum and sharing session function as job resources within the framework of the Job Demands–Resources (JD) theory-R, which states that support such as communication and appreciation improves job satisfaction and performance (Bakker and Demerouti 2007). The culture of innovation, while still evolving, offers room for intrinsic motivators such as recognition and responsibility — in keeping with Herzberg's two-factor theory: motivators such as achievement and responsibility increase intrinsic satisfaction, although external aspects (salary, policy) need to be strengthened

2. Employee Organization Commitment

The results of the interviews show that the affective commitment of employees at PT ABC is quite high. Employees feel proud to work in the company because of the emotional bond and harmonious work environment. Normative commitment is also seen in some employees, especially those who feel a moral obligation to contribute to a company that has provided opportunities for growth. However, the commitment to continuity varies: some employees stated to stay because the career prospects and facilities were quite good, while others admitted that they would consider moving if there was a more attractive offer.

The high affective commitment expressed by the majority of the speakers shows emotional attachment and pride to PT ABC. This strengthens the effectiveness of internal culture and influences the intrinsic motivation of employees. Tjahjono et al.'s research found that affective commitment mediates the relationship between organizational support and performance, suggesting that emotional attachment is crucial in the conversion of support into tangible outcomes (Tjahjono, Rahayu, and Putra 2020).

Meanwhile, normative commitment and continuity paint a complex picture: employees feel morally bound to maintain loyalty but not entirely based on personal choice. Studies in the public sector show that this form of commitment affects how employees engage in organizations, but it does not always reinforce satisfaction if it is not supported by key emotional factors (Aulia, Jullimursyida, and Puteh 2024). Thus, although all dimensions of commitment contribute, affective commitment has been shown to be more powerful in driving satisfaction and performance.

3. Employee Job Satisfaction

The majority of employees expressed satisfaction with the work environment and relationships with colleagues and superiors. The factors that increase satisfaction the most are interpersonal relationships and recognition of work results. Some employees mentioned that remuneration and promotion opportunities could still be increased. This indicates that even though employees are emotionally comfortable, financial satisfaction is still an aspect that needs to be considered by management.

Job satisfaction as the main mediator occupies a central position in the results of this study. At PT ABC, social factors and recognition have a positive impact, while financial factors are still a concern. This reflects Herzberg's theory: the cleanliness of the social environment and compensation are hygiene factors, while recognition and interpersonal relationships are motivators that evoke real

satisfaction (Alshmemri, Shahwan-Akl, and Maude 2017). Affective Events (AET) theory is also relevant: positive events such as appreciation or open discussions trigger a good mood that strengthens job satisfaction, while obstacles such as policy ambiguity or financial care can cumulatively erode satisfaction (Yulianti et al. 2025). Faturrahman's research on the hotel sector in Indonesia also shows job satisfaction as a mediator between organizational culture, motivation and performance—a strong affirmation that satisfaction plays an important connecting role (Faturrahman and Yuniawan 2023).

4. Employee Performance

From the perspective of employees and the results of HR documentation, employee performance is relatively good. Daily productivity and the achievement of work targets are generally achieved. Employees who express satisfaction and have high commitment tend to be more proactive, disciplined, and ready to help other teams. Dissatisfied employees tend to only work to minimum standards and rarely take the initiative to take on additional responsibilities.

The findings of good performance and more proactive in satisfied and highly committed employees are in line with the principle of Expectancy theory: employees will work more if they believe their efforts (effort) will produce performance and this is followed by desired rewards such as recognition or career opportunities (Nitbani 2022). Studies by The Australian and WorkL show that employee happiness has a direct impact on productivity, engagement, and loyalty, while reducing absenteeism and turnover, which reinforces the relationship between satisfaction and positive performance (Sci-fi 2025).

5. Intervariable Relationships

Qualitative analysis shows the following relationship patterns:

- A positive organizational culture increases job satisfaction, especially when followed by open communication and team support.
- Organizational commitment strengthens job satisfaction and performance, especially if supported by emotional (affective) factors.
- Job satisfaction becomes an important link: employees who are satisfied with the culture and feel attached to the company show higher performance.

Table 1 Summary of Interview Results of 20 Interviewees

Variable	Key Findings	Number of Speakers Who Stated
Organizational Culture	Collaborative, open communication, innovation is being	16 people
Affective Commitment	High (proud & comfortable)	15 people
Normative Commitment	Moderate (sense of moral obligation)	12 people
Commitment to Continuity	Varies (depending on prospect & salary)	8 people

Job Satisfaction	High in the social aspect, medium in the financial aspect	14 people
Employee Performance	Good, tend to be proactive when satisfied and committed	17 people

Conceptually, organizational culture and commitment act as antecedent (input) that influences satisfaction (mediator), which in turn drives performance. This model is consistent with the results of various studies in Indonesia: Wua et al. (Bank SulutGo) show that organizational culture influences performance directly and through commitment and satisfaction as a mediator (Wua, Noermijati, and Yuniarinto 2022). Similarly, the study of Edi Sugiono (PT digital agency) found satisfaction as a positive mediator between culture and performance (Sugiono and Ardiansyah 2021). Another study in the public sector (Bank SulutGo, Lhokseumawe station) confirms that organizational commitment and satisfaction can reinforce each other in mediating cultural relations to performance, although in certain cases commitment does not directly affect satisfaction but still supports performance separately (Aulia et al. 2024) (Nugroho and Sutianingsih 2023).

Conclusion

Based on the research on "The Impact of Organizational Culture and Organizational Commitment on Employee Performance: A Study of Job Satisfaction Mediation at PT ABC", several important conclusions can be drawn. First, PT ABC's collaborative and open organizational culture is one of the main factors that affect employee job satisfaction. The value of teamwork, transparent communication, and a forum for creative ideas has fostered a sense of comfort and emotional attachment in employees. Nonetheless, the culture of innovation is not yet fully optimal so opportunities to enhance individual creativity and initiative are still open. Second, employee organizational commitment is seen quite high, especially in the dimension of affective commitment, where employees feel proud and emotionally attached to the company. Normative commitment arises as a sense of moral obligation to remain faithful, while continuity commitment varies depending on career and compensation considerations. High affective commitment is proven to encourage employees to be more satisfied and more motivated to give their best performance. Third, job satisfaction emerged as a significant mediating variable in the relationship between organizational culture, organizational commitment, and employee performance. Employees who feel satisfied with a social work environment, recognition, and good communication show more proactive performance, discipline, and willingness to help other teams. However, financial aspects and promotional opportunities are still concerns that need to be strengthened so that job satisfaction is more evenly distributed among all employees. Fourth, employee performance at PT ABC is classified as good and is clearly driven by high satisfaction and commitment. Employees who are satisfied and committed exhibit extra role behavior, while employees who are less satisfied tend to only meet the minimum standards of work.

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