

The Impact on Employee Performance: Mediating Roles of Work Environment, Culture, and Commitment

Masduki¹, Alan Rusdiana², Mochamad Febri Sayidil Umam³

^{1,3} Management, Faculty of Economics and Business, University of Majalengka, Indonesia

² Accounting, Faculty of Economics and Business, University of Majalengka, Indonesia

*Corresponding Author – Email Address : mochamad_febri@unma.ac.id

ABSTRACT

This study aims to analyze the influence of work environment and organizational culture on employee performance, with organizational commitment as a mediating variable, at Bank Majalengka. A quantitative approach was employed using a survey of all 149 permanent employees, and the data were analyzed using Partial Least Square–Structural Equation Modeling (PLS-SEM). The results show that the work environment has a significant effect on organizational commitment with a path coefficient of 0.319 ($t = 3.984$; $p = 0.000$), while organizational culture has a stronger effect on commitment with a coefficient of 0.488 ($t = 7.316$; $p = 0.000$). Organizational culture also directly affects employee performance (coefficient = 0.309; $t = 3.171$; $p = 0.002$), as does organizational commitment (coefficient = 0.380; $t = 3.313$; $p = 0.001$). However, the work environment does not have a direct effect on performance (coefficient = -0.162; $t = 1.817$; $p = 0.070$), but exerts an indirect effect through organizational commitment (mediation coefficient = 0.121; $t = 2.570$; $p = 0.010$), indicating full mediation. Additionally, organizational commitment partially mediates the relationship between organizational culture and performance (mediation coefficient = 0.185; $t = 2.761$; $p = 0.006$). The R^2 value for employee performance is 0.568, indicating that 56.8% of the variance in performance is explained by the model. These findings underscore the critical role of organizational commitment as a psychological mechanism linking internal organizational factors to employee performance.

ARTICLE INFO

Keywords:
Work environment,
Organizational culture,
Organizational
commitment, Employee
performance.

1. Introduction

Amidst global competition and rapid advances in information technology, organizations are required to continuously enhance their competitiveness in order to survive and grow. One crucial aspect of improving organizational competitiveness is optimizing human resource (HR) performance. Employee performance is a strategic element that determines the effectiveness and efficiency in achieving organizational goals, both in the public and private sectors. High-performing employees contribute significantly to the sustainability and growth of organizations—not only in terms of work productivity but also through innovation, loyalty, and proactive attitudes in addressing work challenges.

Within the framework of modern HR management, understanding the factors that influence employee performance is of great importance. It is not enough to merely improve work systems or provide adequate facilities; organizational management must also address psychological and social aspects that shape individual motivation and work behavior. Two factors that receive considerable attention in management literature are the work environment and organizational culture. The work environment encompasses physical and non-physical conditions that affect comfort, safety, and occupational health, while organizational culture refers to the system of values, norms, and practices that shape behavior and attitudes within the organization.

Various studies have shown that a good work environment and strong organizational culture can create a conducive atmosphere, increase motivation, and enhance employee loyalty, thereby positively affecting performance (Widiyanto et al., 2021; Denison et al., 2020). However, in practice, not all organizations with adequate facilities or sound value systems are able to generate optimal employee performance. This indicates the existence of other variables that may function as psychological mechanisms bridging organizational conditions and employee behavior.

Organizational commitment is one such psychological variable deemed strategic in shaping employee performance. According to Meyer and Allen (2021), organizational commitment consists of three main dimensions: affective commitment (emotional attachment), continuance commitment (awareness of the consequences of leaving the organization), and normative commitment (moral obligation to remain in the organization). Employees with high levels of commitment tend to display greater loyalty, discipline, and responsibility, and are more likely to contribute positively to organizational goals.

In the context of Bank Majalengka as a regional government-owned enterprise (BUMD), employee performance issues have become prominent. Financial data from 2019 to 2023 show that financial targets such as savings, deposits, and loans have often been unmet. Despite various efforts to reform work systems and facilities, the outcomes remain suboptimal. This suggests that other internal factors, particularly psychosocial aspects within the organization, must be examined more deeply.

This study is important as it simultaneously investigates the influence of the work environment and organizational culture on performance by incorporating organizational commitment as a mediating variable. This approach provides a more holistic understanding of how organizational conditions affect work behavior through specific psychological mechanisms. Previous studies have generally tested these relationships partially, without considering the complex mediating effects. Therefore, this study holds not only theoretical relevance for management science development but also practical urgency for HR management in regional banking. The novelty of this study lies in the integration of three core variables into a single SEM-based structural model and its focus on a regional banking organization—a context that remains under-researched. The findings are expected to contribute to organizational behavior theory development and offer evidence-based policy recommendations for improving HR performance in BUMDs.

2. Literature Review

Employee performance is one of the key indicators of an organization's success in achieving its goals. Within the framework of human resource management and organizational behavior theory, various factors have been identified as determinants of employee performance, including individual attributes, the work environment, and the organizational value system. Among these, the work environment and organizational culture stand out as contextual variables widely studied in academic literature due to their significant influence on employee behavior and productivity. However, researchers have also highlighted the importance of psychological variables acting as mediators in the

relationship between contextual factors and performance—one of which is organizational commitment.

The work environment is defined as all physical and non-physical aspects surrounding employees that may affect the execution of their tasks and responsibilities. Sedarmayanti (2018) states that a physically comfortable work environment—such as proper lighting, good air circulation, appropriate room temperature, cleanliness, and ergonomic layout—can enhance comfort and prevent excessive fatigue. Moreover, non-physical aspects such as harmonious coworker relationships, supportive leadership, and a fair system of rewards and sanctions also greatly influence employee motivation. A poor work environment, in either physical or social aspects, tends to cause stress, reduce morale, and negatively impact performance.

Yuliantri and Prasasti (2020) found that the work environment has a direct influence on employee performance. A well-managed environment can foster a sense of safety, increase efficiency, and reduce errors. In the banking sector, where precision and performance pressure are high, the role of the work environment becomes even more critical. Factors such as workplace calm, supervisory support, and clear systems significantly contribute to performance achievement.

In addition to the work environment, organizational culture is also a major determinant in shaping employee behavior and performance. Organizational culture refers to the system of values, norms, and beliefs that develop and are upheld collectively by all members of an organization. According to Denison et al. (2020), an effective organizational culture comprises four main dimensions: involvement, consistency, adaptability, and mission clarity. A strong culture fosters social cohesion, directs employee behavior, and enhances their sense of ownership. Employees working in a supportive culture are more likely to internalize the organization's goals, work collectively, and contribute to innovation.

Baihaqi and Saifudin (2021) found that organizational culture significantly affects employee performance. Their research showed that cultures promoting openness, recognition of achievements, and interdepartmental collaboration lead to improved performance. Similarly, Denison, Koçak, and Uslu (2020), in a multinational study, demonstrated that organizations with consistent and adaptive cultures perform better in the long run. This underscores that culture is not just symbolic but a strategic tool for managing performance.

Although the work environment and organizational culture are theoretically and empirically known to influence performance, several studies suggest that the effect is not always direct. Some propose the involvement of psychological mediators between organizational conditions and employee outputs. In this context, organizational commitment is a highly relevant variable. It refers to the extent to which individuals feel emotionally, rationally, and morally attached to the organization. Meyer and Allen (2021) classify organizational commitment into three types: affective commitment, continuance commitment, and normative commitment. Affective commitment reflects a desire to remain with the organization due to emotional attachment. Continuance commitment is based on awareness of the costs or consequences of leaving the organization. Normative commitment stems from moral values and a sense of obligation to remain loyal.

Organizational commitment has been proven to be an important predictor of individual performance. Suhardi et al. (2021), in their study on the banking sector, found that employees with high commitment levels demonstrated greater discipline, efficiency, and job satisfaction. This occurs because highly committed individuals tend to view their work as part of their identity and are intrinsically motivated to contribute their best. These findings are supported by Wahdiniwaty et al. (2021), who found that organizational commitment strengthens the influence of organizational culture on performance, both as an independent and a mediating variable. In this framework, positive

perceptions of culture and the work environment foster commitment, which in turn affects productive work behavior.

Syifaa and Chaerudin (2022) also found that the effect of organizational culture on performance is reinforced by work motivation and commitment. This suggests that in managerial practice, strengthening culture must be accompanied by commitment-building efforts, such as participatory leadership, career development, and recognition of employee contributions. Based on Herzberg's two-factor theory, the work environment serves as a hygiene factor—conditions that prevent dissatisfaction but do not necessarily create satisfaction—whereas organizational culture functions as a motivator that gives meaning to work and drives self-actualization. When both factors are present, organizational commitment can be optimally developed.

From the perspective of organizational behavior theory, Robbins and Judge (2021) state that employee behavior is influenced not only by personal factors but also by the organizational environment and system as a whole. In this context, the work environment and organizational culture are situational elements affecting perception and attitude, while organizational commitment is a product of interactions between individuals and their work environment. Thus, commitment is not a static variable but a construct that can be shaped through appropriate managerial strategies.

In this research framework, testing the mediating role of organizational commitment is crucial for understanding how and to what extent the work environment and organizational culture translate into improved employee performance. By integrating these three variables into a single structural model, this study seeks to fill gaps in the literature, which has mostly focused on direct relationships without considering the underlying psychological processes. This literature review provides a strong conceptual foundation for formulating hypotheses and developing a comprehensive and contextually relevant research model for local organizations such as Bank Majalengka.

3. Method, Data, and Analysis

Research Method

This study adopts a quantitative approach with an associative research type, aiming to analyze the influence of the work environment and organizational culture on employee performance, with organizational commitment as a mediating variable. The focus is to examine causal relationships among variables simultaneously using a theory-based structural model. This approach is considered appropriate for exploring both direct and indirect relationships among variables within a statistically measurable hypothesis testing framework.

The population in this study comprises all 149 permanent employees at Bank Majalengka. Given the relatively small population size and its manageability for full analysis, a saturated sampling (census sampling) technique was employed, whereby all members of the population were included as research respondents. This method was chosen to enhance estimation accuracy and avoid sampling bias.

Research Data

The study utilizes primary data directly collected from respondents through a structured questionnaire. Data were gathered based on respondents' perceptions of each research variable indicator and then converted into quantitative data using a Likert scale. The questionnaire was distributed in an online format and completed by respondents during the data collection period from May 1 to June 2, 2025.

The instrument used in this study was a five-point Likert-scale questionnaire (1 = strongly disagree to 5 = strongly agree). The research variables, dimensions, and indicators were derived from prior literature, as follows:

1. Work Environment (X_1): Measured using the model by Sedarmayanti (2018), which includes two main dimensions:

- a. *Physical work environment* (lighting, air circulation, workspace quality, cleanliness, and work facilities)
 - b. *Non-physical work environment* (interpersonal relationships, leadership, and reward/sanction systems)
2. Organizational Culture (X₂): Based on Denison et al. (2020), organizational culture is assessed through four dimensions: *Involvement, Consistency, Adaptability, and Mission*
 3. Organizational Commitment (Z): Refers to Meyer and Allen's (2021) model, which comprises three dimensions:
 - a. *Affective commitment* (emotional attachment),
 - b. *Continuance commitment* (awareness of the cost of leaving the organization),
 - c. *Normative commitment* (moral obligation to stay)
 4. Employee Performance (Y): Measured using Robbins and Judge's (2021) model, consisting of three dimensions: *Work quality, Work quantity, and Work efficiency*.

All indicators were tested for validity and reliability using a reflective measurement approach, with the following standards: Loading factor > 0.7; Average Variance Extracted (AVE) > 0.5; Composite Reliability (CR) > 0.7

3.3 Data Analysis Method

Data were analyzed using Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) approach, facilitated by SmartPLS version 3.0. PLS-SEM was selected due to its suitability for examining complex latent variable relationships, accommodating non-normal data distributions, and its effectiveness with moderate sample sizes (Hair et al., 2013).

The analysis steps included:

Evaluation of the Measurement Model (Outer Model):

1. Convergent validity test (AVE > 0.5)
2. Discriminant validity test (indicator loadings > 0.7 on respective constructs)
3. Composite reliability test (CR > 0.7)

Evaluation of the Structural Model (Inner Model):

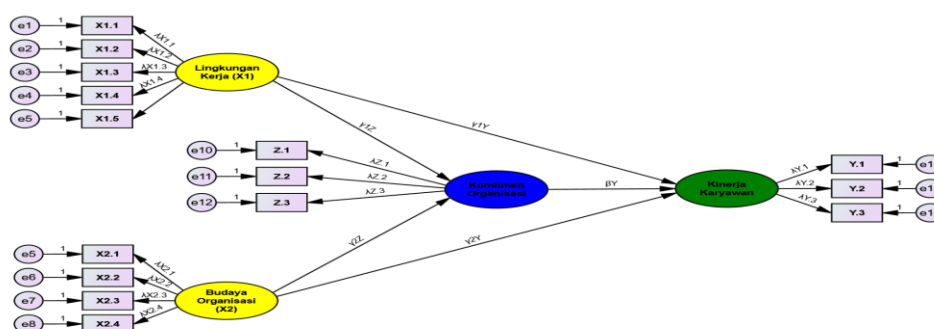
1. Coefficient of determination (R²)
2. Predictive relevance (Q²)
3. Goodness of Fit (GoF)

Hypothesis Testing:

1. Path coefficient, t-statistics (> 1.96), and p-value (< 0.05) to assess significance
2. Mediation testing using bootstrapping and Sobel test to evaluate indirect effects

The hybrid model of this study, based on Structural Equation Modeling (SEM), is illustrated as follows:

Figure 1. Analytical Model in SEM



Proposed Hypotheses:

- **H1:** The work environment has a positive effect on organizational commitment
- **H2:** Organizational culture has a positive effect on organizational commitment
- **H3:** The work environment directly affects employee performance
- **H4:** Organizational culture directly affects employee performance
- **H5:** Organizational commitment affects employee performance
- **H6:** Organizational commitment mediates the influence of the work
- **H7:** Organizational commitment mediates the effect of organizational culture on employee performance

All hypotheses were tested within the structural model framework to obtain a comprehensive understanding of the interrelationships among variables.

4. Result and Discussion

Research Results

This study involved 149 respondents from Bank Majalengka who completed the questionnaire in full. The demographic profile shows that the majority of respondents were male (59.1%), aged between 31–40 years (42.3%), and held a bachelor’s degree (44.3%). Most respondents had a tenure of between 2 and 5 years (67.8%), indicating that the majority of employees are in the productive stage of their career cycle.

Measurement Model Evaluation (Outer Model):

Validity and reliability testing using a reflective measurement model yielded the following results:

1. All indicators have loading factors > 0.7.
2. All constructs have AVE values > 0.5, confirming convergent validity.
3. Composite Reliability (CR) values for all variables are > 0.8, indicating strong construct reliability.

Structural Model Evaluation (Inner Model):

1. The coefficient of determination (R^2) for the employee performance variable is 0.568, meaning that 56.8% of the variance in performance can be explained by the work environment, organizational culture, and organizational commitment.
2. The Q^2 value is 0.422 (> 0), indicating strong predictive relevance.
3. The Goodness of Fit (GoF) is calculated at 1.114, falling into the excellent category.

Hypothesis Testing:

The results of hypothesis testing are presented in the following table:

Relationship Between Variables	Path Coefficient	t-statistic	p-value	Description
Work Environment → Organizational Commitment	0.319	3.984	0.000	Significant
Organizational Culture → Organizational Commitment	0.488	7.316	0.000	Significant
Work Environment → Employee Performance	-0.162	1.817	0.070	Not Significant
Organizational Culture → Employee Performance	0.309	3.171	0.002	Significant
Organizational Commitment → Employee Performance	0.380	3.313	0.001	Significant
Work Environment → Commitment → Performance (Mediation)	0.121	2.570	0.010	Full Mediation

Relationship Between Variables	Path Coefficient	t-statistic	p-value	Description
Organizational Culture → Commitment → Performance (Mediation)	0.185	2.761	0.006	Partial Mediation

Discussion

The results of this study provide deeper insights into the strategic role of internal organizational variables in shaping employee performance, particularly within public organizations such as regional-owned enterprises (BUMD). The first key finding that the work environment significantly affects organizational commitment supports Herzberg’s two-factor theory, which posits that workplace conditions (hygiene factors) such as physical comfort, safety, and interpersonal relations contribute to employee satisfaction and emotional attachment to the organization. In the context of Bank Majalengka, a conducive work environment helps create a sense of security and comfort, ultimately strengthening employees’ emotional ties and loyalty to the institution.

Organizational culture is also found to have a strong influence on organizational commitment. The dimensions of involvement, consistency, adaptability, and mission clarity within the organizational culture foster positive employee perceptions that they are part of a stable and meaningful system. This aligns with Denison et al. (2020), who argue that a strong culture builds shared orientation and social cohesion within the organization. In practice, the organizational culture at Bank Majalengka emphasizing values of service, integrity, and collaboration appears effective in building both affective and normative employee commitment.

A particularly interesting finding is that the work environment does not directly affect employee performance. This suggests that even when working conditions are favorable, performance does not automatically improve without internal psychological drivers. In other words, the influence of the work environment on performance is indirect and only occurs when employees feel emotionally connected and responsible to the organization. This is consistent with findings from Mameza et al. (2021) and Isyana Emita et al. (2021), who noted that psychological variables such as organizational commitment are key in translating positive perceptions of the work environment into productive behaviors.

Unlike the work environment, organizational culture is shown to have a direct impact on performance. This may be explained by how organizational values and norms shape consistent and goal-oriented behaviors. Culture serves as a behavioral blueprint, guiding employees to act in alignment with organizational missions. At Bank Majalengka, the clarity of direction and embedded values appear to encourage employees to work efficiently and in a results-oriented manner.

Organizational commitment also has a proven positive impact on employee performance. Employees with high levels of affective, continuance, or normative commitment demonstrate stronger work ethics, resilience under pressure, and consistent goal achievement. This reinforces findings by Wahdiniwati et al. (2021) and Suhardi et al. (2021), who identified organizational commitment as a key predictor of performance in service sectors, including banking.

The mediating role of organizational commitment in the relationship between the work environment and employee performance is found to be a full mediation, indicating that the work environment affects performance only through employee commitment. Meanwhile, in the relationship between organizational culture and performance, commitment acts as a partial mediator. This suggests that while culture independently influences performance, its impact is further amplified when employees are committed to the organization. This dual role of commitment underscores the importance of HR strategies that go beyond physical conditions and value systems to also foster psychological and emotional bonds.

Overall, the findings of this study underscore the importance of managing the work environment and developing an organizational culture aligned with strategic values. However, both of these aspects will yield optimal outcomes only if complemented by strategies to cultivate and sustain employee commitment. Organizations should view commitment as a strategic asset that drives performance through holistic approaches, including transformational leadership, effective internal communication, career development, and fair reward systems.

5. Conclusion and Suggestion

Conclusion

This study aimed to analyze the influence of the work environment and organizational culture on employee performance at Bank Majalengka, with organizational commitment as a mediating variable. Based on the results and the preceding discussion, several important conclusions can be drawn:

1. The work environment and organizational culture are proven to have a positive and significant effect on organizational commitment.

This indicates that positive perceptions of a comfortable work environment and a strong organizational culture encourage employees to develop emotional attachment, moral responsibility, and willingness to remain in the organization.

2. Organizational culture and organizational commitment have a direct and significant effect on employee performance.

This finding demonstrates that shared values, consistent work norms, and employee loyalty significantly contribute to improved individual performance in the workplace.

3. The work environment does not have a direct significant effect on employee performance.

However, its influence becomes significant when mediated by organizational commitment. This implies that the work environment's effect on performance is indirect and must pass through employees' psychological engagement with the organization.

4. Organizational commitment plays a crucial mediating role, acting as a *full mediator* in the relationship between the work environment and performance, and as a *partial mediator* between organizational culture and performance.

These findings reinforce the understanding that improving employee performance requires strategies not only focused on physical and structural aspects but also on psychological and emotional dimensions.

Therefore, the findings of this study support the view that enhancing human resource performance cannot be separated from efforts to create a healthy work climate, build an adaptive organizational culture, and implement HR management strategies that promote employee loyalty and deep organizational engagement.

Recommendations

Theoretical Recommendations:

This study contributes to the literature on human resource management and organizational behavior by emphasizing the mediating role of organizational commitment in the relationship between contextual factors (work environment and organizational culture) and outcomes (employee performance). The conceptual model proposed in this study can serve as a foundational framework for further testing in different industries and organizational contexts.

Moreover, the study addresses inconsistencies in previous research by employing an integrative and simultaneous analysis using PLS-SEM. This opens up opportunities for developing more complex and realistic theories about work behavior dynamics in organizations.

Practical Recommendations:

For the management of Bank Majalengka, as well as other regional-owned enterprises and local banking institutions, the findings of this study can serve as a foundation for designing more effective HR policies:

1. Improve the quality of the work environment, not only in terms of physical aspects (facilities and comfort) but also relational and psychological dimensions, such as interpersonal relationships, supportive leadership, and a fair reward system.
2. Build a strong and consistent organizational culture by instilling core values that are relevant, socialized through training and internal communication, and exemplified by top leadership.
3. Strengthen organizational commitment through participative leadership strategies, transparent career development, recognition of individual contributions, and employee empowerment in decision-making processes.
4. Integrate organizational commitment as a strategic performance indicator, given its proven role as a bridge between organizational conditions and optimal employee performance.

6. Reference

- Aina Listiana. (2023). The Effect of Organizational Culture and Work Environment on Employee Performance at PT Galih Estetika Indonesia. *International Journal of Social Health*, 2(1), 45–56. <https://ijsh.ph/index.php/rp/article/view/45>
- Baihaqi, M. I., & Saifudin, M. (2021). Pengaruh Budaya Organisasi terhadap Kinerja Karyawan. *Jurnal Manajemen Indonesia*, 21(1), 45–56.
- Denison, D. R., Koçak, A., & Uslu, F. (2020). Organizational culture and performance: A multi-country comparison. *International Journal of Management Studies*, 78(4), 451–472. <https://doi.org/10.1016/j.ijms.2020.100112>
- Isyana Emita, T., Nurlaela, S., & Wulandari, D. (2021). The Influence of Organizational Culture and Work Environment on Employee Performance at PT Pos Indonesia Bekasi 17000. *Journal of Industrial Engineering & Management Research*, 2(1), 58–65. <http://www.jiemar.org/index.php/jiemar/article/view/55>
- Mameza, T., Mahardika, P., & Arifin, B. (2021). Hubungan lingkungan kerja terhadap kinerja karyawan: Pendekatan kuantitatif dan kualitatif. *Jurnal Manajemen Universitas Udayana*, 22(2), 97–108. <https://doi.org/10.24843/EJMUNUD.2021.v22.i02.p03>
- Mochamad Albert Nurcahyo, & Indradewa, R. (2022). Influence of Organizational Culture, Work Environment, and Work Motivation on Employee Performance. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)*, 5(3), 25521–25533. <https://doi.org/10.33258/birci.v5i3.6599>
- Rahmisyari, R. (2015). Analisis budaya organisasi dan dampaknya pada kinerja karyawan: Studi kasus di perusahaan teknologi. *Dinamika Jurnal Manajemen dan Bisnis*, 3(2), 67–80.
- Sudarmo, M. S., Alamsyah, D. P., & Kartika, A. (2023). The Effect of Intrinsic Motivation and Organizational Culture on Employee Performance with Organizational Commitment as an Intervening Variable. *International Journal of Professional Business Review*, 8(7), 01–18. <https://doi.org/10.26668/businessreview.2023.v8i7.1541>
- Suhardi, T., Wibowo, A., & Lestari, D. (2021). Analisis Komitmen Organisasi terhadap Kinerja Karyawan pada Industri Perbankan. *Jurnal Ekonomi dan Bisnis*, 14(2), 98–110.
- Syifaa, L., & Chaerudin. (2022). The Influence of Organizational Culture and Work Environment on Employee Performance with Work Motivation as an Intervening Variable (Case Study: Online Retail XYZ Jakarta). *International Journal of Management and Business Applied*, 1(2), 68–85. <https://doi.org/10.54099/ijmba.v1i2.266>

- Wahdiniwaty, R., Harisno, H., & Pratama, Y. (2021). The influence of organizational culture, organizational commitment and job satisfaction on employee performance. *International Journal of Business and Society*, 22(3), 1125–1138. <https://doi.org/10.33736/ijbs.4311.2021>
- Wahdiniwaty, R., Soemaryani, I., & Suharto, T. (2022). The effect of work motivation and organizational commitment on performance mediated by job satisfaction. *International Journal of Economics, Business and Accounting Research (IJEBAR)*, 6(2), 840–850. <https://doi.org/10.29040/ijebar.v6i2.3910>
- Wahdiniwaty, R., Soemaryani, I., & Nugraha, R. A. (2023). Building organizational citizenship behavior through organizational culture and employee commitment. *Journal of Management and Business Education*, 6(1), 35–50. <https://doi.org/10.35564/jmbe.2023.v6i1.003>
- Wahyudi, A., Ruslan, M., & Chahyono, E. (2021). Ketidakkonsistenan pengaruh komitmen organisasi terhadap kinerja karyawan: Analisis empiris pada organisasi nirlaba. *Jurnal Leadership dan Manajemen*, 15(1), 78–89.
- Widianto, A., Santosa, T. I., & Permana, H. (2021). Pengaruh Lingkungan Kerja terhadap Produktivitas Karyawan di Sektor Perbankan. *Jurnal Manajemen dan Bisnis*, 19(1), 67–78.
- Yuliantri, K., & Prasasti, I. (2020). Pengaruh Lingkungan Kerja Terhadap Kinerja Karyawan pada LLDIKTI Wilayah III Jakarta. *Widya Cipta: Jurnal Sekretari dan Manajemen*, 4(1), 76–82. <http://doi.org/10.31294/widyacipta.v4i1.7699>
- Armstrong, M., & Taylor, S. (2023). *Armstrong's Handbook of Human Resource Management Practice: A Guide to the Theory and Practice of People Management*. Kogan Page. London.
- Colquitt, J. A., Lepine, J. A., & Wesson, M. J. (2020). *Organizational Behavior: Improving Performance and Commitment in the Workplace*. McGraw-Hill Education. New York.
- Daft, R. L. (2021). *Management* (13th ed.). Cengage Learning. Boston.
- Denison, D. R. (2020). *Corporate Culture and Organizational Effectiveness*. Wiley. Hoboken, NJ.
- Ferdinand, A. (2014). *Metode Penelitian Manajemen* (5th ed.). Badan Penerbit Universitas Diponegoro. Semarang.
- Ghozali, I. (2019). *Aplikasi Analisis Multivariate dengan Program IBM SPSS 25 dan AMOS 22*. Badan Penerbit Universitas Diponegoro. Semarang.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2013). *Multivariate Data Analysis* (7th ed.). Pearson Education. New Jersey.
- Kotter, J. P., & Heskett, J. L. (2021). *Corporate Culture and Performance*. Free Press. New York.
- Meyer, J. P., & Allen, N. J. (2021). *Commitment in the Workplace: Theory, Research, and Application*. SAGE Publications. Thousand Oaks, CA.
- Nelson, D. L., & Quick, J. C. (2020). *Organizational Behavior: Science, The Real World, and You* (9th ed.). Cengage Learning. Boston.
- Newstrom, J. W. (2019). *Organizational Behavior: Human Behavior at Work* (16th ed.). McGraw Hill. New York.
- Robbins, S. P., & Coulter, M. (2020). *Management* (14th ed.). Pearson Education. London.
- Robbins, S. P., & Judge, T. A. (2019). *Organizational Behavior* (18th ed.). Pearson Education. New Jersey.
- Schein, E. H. (2019). *Organizational Culture and Leadership* (5th ed.). Wiley. Hoboken, NJ.
- Sedarmayanti. (2018). *Sumber Daya Manusia dan Produktivitas Kerja*. Mandar Maju. Bandung.
- Sugiyono. (2019). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Alfabeta. Bandung.