

The Influence of Organizational Culture on Employee Performance with Organizational Commitment as a Mediation Variable in the BIF Mantrijeronan Yogyakarta Cooperative

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Abstract

Keywords: *Three to five keywords/phrase, 11-pt size, and in italics*

*The abstract contains a brief description of the **purpose:** describes the objectives and hypotheses of the research. **Methods:** describes the essential features of the research design, data, and analysis. It may include the sample size, geographic location, demographics, variables, controls, conditions, tests, descriptions of research design, details of sampling techniques, and data gathering procedures. **Results:** describes the key findings of the study, including experimental, correlational, or theoretical results. It may also provide a brief explanation of the results. **Implications:** show how the results connect to policy and practice and provide suggestions for follow-up, future studies, or further analysis.*

INTRODUCTION

Employee performance is one of the key factors that determine the success of an organization in achieving its strategic goals. In the context of modern organizations, particularly the cooperative sector, employee performance is not only influenced by individual factors, but also by organizational factors such as organizational culture and organizational commitment. Optimal performance is an important indicator in increasing the competitiveness and sustainability of the organization, especially in the midst of the dynamics of an increasingly complex and competitive business environment (Irfan, M., Al Hakim, Y. R., & Sagita, D. S. 2024).

Organizational culture is a system of values, norms, and beliefs that are shared by members of the organization that influence the way they think and act at work. A strong organizational culture is able to create a conducive work environment, increase motivation, and encourage productive work behavior. Various studies show that organizational culture has a positive and significant influence on employee performance, both directly and indirectly through other variables (Juprianto, J., & Evyanto, W. 2024). This indicates that organizations that are able to build a positive work culture will more easily improve the effectiveness of their employees' performance.

Nevertheless, the relationship between organizational culture and employee performance is not always straightforward. In many cases, there are intervening variables that strengthen or weaken the relationship, one of which is organizational commitment. Organizational commitment reflects employees' level of emotional attachment, loyalty, and desire to remain a part of the organization. employees with high commitment tend to show better performance, as they have a greater sense of responsibility for work and organization (Pratama, M. H., Marliani, S., & Yuliawati, J. 2025).

The results of recent empirical research show that organizational commitment has a strategic role as a mediating variable in the relationship between organizational culture and employee performance. Literature review studies reveal that organizational culture and

organizational commitment together have a positive and significant relationship with employee performance, and open up opportunities for mediation variables in the relationship model (Hidayati, T., Sari, R., Sayidina, N. A., Silariani, F., Hafifah, I. K., & Sabri, I. S. 2024). In addition, other studies have also found that the combination of organizational culture and organizational commitment is able to explain significant variations in employee performance, which shows the importance of integrating these two variables in human resource management (Juprianto, J., & Evyanto, W. 2024).

In the context of cooperatives, especially the Bif Mantrijeron Yogyakarta cooperative, the challenges in improving employee performance are becoming increasingly complex. Cooperatives as membership-based institutions have unique characteristics, such as the value of togetherness, participation, and trust. Therefore, the organizational culture that is implemented must be able to reflect these values in order to increase the commitment of members and employees. However, in practice, there are still various problems such as the lack of optimal internalization of organizational culture, low employee commitment, and inconsistent performance variations.

Previous research has examined the direct relationship between organizational culture and employee performance, but it is still limited that specifically examines the role of organizational commitment as a mediating variable, especially in the cooperative sector. In fact, understanding this mediation mechanism is very important to make a theoretical and practical contribution to human resource management. Thus, this research becomes relevant to fill the research gap by examining how organizational culture affects employee performance through organizational commitment as a mediating variable.

Based on this description, this study aims to analyze the influence of organizational culture on employee performance with organizational commitment as a mediating variable in the Bif Mantrijeron Yogyakarta Cooperative. This research is expected to contribute to the development of human resource management science and become the basis for policymaking in improving employee performance through strengthening organizational culture and organizational commitment.

Based on the background that has been described, the formulation of the problem in this study is as follows:

1. Does organizational culture affect employee performance at the BIF Mantrijeron Yogyakarta Cooperative?
2. Does organizational culture affect the organization's commitment to the BIF Mantrijeron Yogyakarta Cooperative?
3. Does organizational commitment affect employee performance at the Bif Mantrijeron Yogyakarta Cooperative?
4. Is organizational commitment able to mediate the influence of organizational culture on employee performance in the BIF Mantrijeron Yogyakarta Cooperative?

Employee Performance

Employee performance is the result of work achieved by individuals based on standards that have been set by the organization, both in terms of quality and quantity. According to Stephen P.

Robbins and Timothy A. Judge, performance is a function of the abilities, motivation, and job opportunities that individuals have (Robbins & Judge, 2022).

In a modern perspective, employee performance is seen as an outcome of work behavior that is influenced by organizational and psychological factors. Recent studies show that employee performance is greatly influenced by internal organizational factors such as work culture and organizational commitment (Pratama et al., 2025).

Organizational Culture

Organizational culture is a system of common meaning embraced by the members of an organization that distinguishes that organization from other organizations. Edgar H. Schein states that organizational culture consists of basic assumptions, values, and artifacts that shape the behavior of organizational members (Schein, 2017).

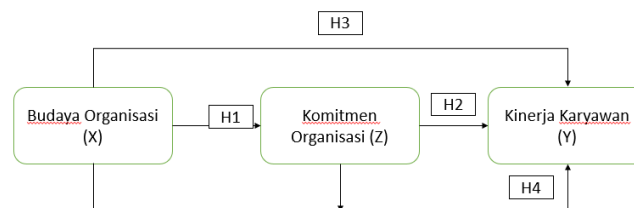
Organizational culture has a strategic role in increasing organizational effectiveness because it is able to shape employee work behavior patterns. Empirical research shows that organizational culture has a positive and significant effect on employee performance (Juprianto & Evyanto, 2024).

Organizational Commitment

Organizational commitment is the level of psychological attachment of employees to the organization. This concept was developed by John P. Meyer and Natalie J. Allen who divide organizational commitment into three dimensions, namely: affective, sustainable, and normative (Meyer & Allen, 1991).

Recent research shows that organizational commitment has a significant effect on employee performance, where employees with high commitment tend to have more optimal performance (Choiriyanto & Shohib, 2024).

Figure 1 Frame of Mind



The Influence of Organizational Culture on Employee Performance

A strong organizational culture can create a conducive work environment that increases employee productivity and performance. Clear values and norms will help employees in understanding the expectations of the organization.

Research by Juprianto and Evyanto (2024) shows that organizational culture has a positive and significant influence on employee performance. This is in line with research by Pratama et al. (2025) which confirms that organizational culture is the main determinant in improving performance.

The Influence of Organizational Culture on Organizational Commitment

A positive organizational culture will increase employees' emotional attachment to the organization. The conformity of individual values with organizational values is an important factor in forming commitments.

Research shows that organizational culture has a significant effect on organizational commitment (Utami & Bandiastuti, 2023). The stronger the organizational culture, the higher the employee's commitment to the organization.

The Effect of Organizational Commitment on Employee Performance

Organizational commitment plays an important role in improving employee performance. Employees who have high commitment will show loyalty, responsibility, and high work motivation.

Research by Choiriyanto and Shohib (2024) shows that organizational commitment has a positive and significant effect on employee performance.

The Role of Organizational Commitment as a Mediation Variable

Organizational commitment serves as a mediating variable that bridges the influence of organizational culture on employee performance. Organizational culture

METHODS

THIS STUDY USES A QUANTITATIVE APPROACH WITH A SURVEY METHOD THAT AIMS TO TEST THE CAUSAL RELATIONSHIP BETWEEN VARIABLES, NAMELY ORGANIZATIONAL CULTURE AS AN INDEPENDENT VARIABLE, EMPLOYEE PERFORMANCE AS A DEPENDENT VARIABLE, AND ORGANIZATIONAL COMMITMENT AS A MEDIATING VARIABLE. THIS APPROACH WAS CHOSEN BECAUSE IT IS ABLE TO EXPLAIN THE RELATIONSHIP BETWEEN VARIABLES OBJECTIVELY AND MEASURABLY THROUGH STATISTICAL ANALYSIS.

This research is included in the category of explanatory research, which is research that aims to explain the influence between variables through testing hypotheses that have been formulated previously.

The research was carried out at the Bif Mantrijeron Yogyakarta Cooperative. The selection of location is based on the consideration that the cooperative has organizational dynamics that are relevant to the variables being studied, especially related to organizational culture and employee commitment. The time of the research is in 2026.

The population in this study is all employees of the Bif Mantrijeron Yogyakarta Cooperative which totals 150 people. Given the relatively limited population, this study uses a saturated sampling technique (census), where all members of the population are used as research samples.

The use of saturated sampling is carried out with the consideration that the population is still within the limits that can be reached as a whole, so that the results of the study are expected to have a higher level of accuracy and are able to describe the actual condition of the research object.

RESULTS AND DISCUSSION

Respondent Characteristics

This study involved 150 respondents who were all employees of the BIF Mantrijeron Yogyakarta Cooperative. The characteristics of respondents are generally dominated by employees with productive age, secondary to high education levels, and varied working periods. This condition indicates that respondents have sufficient work experience to provide an objective assessment of the organization's culture, organizational commitment, and employee performance.

Evaluation of Measurement Models (Outer Model)

The evaluation of the outer model was carried out to test the validity and reliability of the research construct.

Table 1. Outer Loading (Convergent Validity)

Variable	Indicator	Loading
Organizational Culture	BO1	0.812
	BO2	0.845
	BO3	0.873
	BO4	0.801
	BO5	0.834
Organizational Commitment	KO1	0.821
	KO2	0.856
	KO3	0.878
Employee Performance	KK1	0.832
	KK2	0.861
	KK3	0.889
	CD4	0.847
	KK5	0.825

The test results showed that all indicators had a loading factor value of > 0.70 , thus meeting the convergent validity criteria. The Average Variance Extracted (AVE) value of each variable is also above 0.50, which indicates that the construct has good validity.

Table 2. Construct Reliability and Validity

Variable	AVE	Composite Reliability	Cronbach Alpha
Organizational Culture	0.689	0.917	0.886
Organizational Commitment	0.731	0.890	0.815
Employee Performance	0.702	0.921	0.894

In addition, the Composite Reliability and Cronbach's Alpha values for all variables were above 0.70, so it can be concluded that the research instrument has a high level of reliability.

Table 3. Discriminant Validity (HTMT)

Variable	BO	IS	CD
Organizational Culture (BO)	—	0.712	0.685
Organizational Commitment (KO)	—	—	0.734
Employee Performance (KK)	—	—	—

Thus, the measurement model in this study is declared valid and reliable, so that it can be continued at the structural model analysis stage.

Table 4. Path Coefficients and Hypothesis Tests

Relationships	Coefficients	t-statistic	p-value	Remarks
BO $\rightarrow$ KK	0.312	3.215	0.001	Significant
BO $\rightarrow$ KO	0.648	8.742	0.000	Significant
I $\rightarrow$ CD	0.421	4.987	0.000	Significant

Table 5. Mediation Test

Relationships	Indirect Effect	t-stat	p-value	Remarks
I → → KK	0.273	4.112	0.000	Partial Mediation

Table 6. R-Square

Variable	R ²	Categories
Organizational Commitment	0.420	Moderate
Employee Performance	0.563	Moderate-Strong

The results of the analysis showed that the R² value for the employee performance variable was in the moderate to strong category. This means that organizational culture and organizational commitment can explain the variation in employee performance significantly.

Meanwhile, the R² value of organizational commitment shows that organizational culture has a considerable contribution in explaining the variation in employee commitment.

Based on the results of bootstrapping using SmartPLS, the following results were obtained:

1. Organizational Culture → Employee Performance
Positive and significant effect (t-statistic > 1.96; p-value < 0.05)
2. Organizational Culture → Organizational Commitment
Positive and significant effect
3. Organizational Commitment → Employee Performance
Positive and significant effect

DISCUSSION

1. The Influence of Organizational Culture on Employee Performance

The results of the study show that organizational culture has a positive and significant effect on employee performance. These findings indicate that strong organizational values, norms, and practices are capable of creating productive work behaviors.

These results are consistent with international research by Shahzad et al. (2023) which found that organizational culture has a significant effect on performance through improved work behavior. In addition, Paaïs & Pattiruhu (2024) also emphasized that organizational culture plays a key driver of improving employee performance in the service sector.

However, in contrast to the findings of Nguyen et al. (2023) who show that the influence of culture on performance becomes weak if it is not supported by effective leadership. This shows that organizational culture needs to be strengthened by managerial factors.

2. The Influence of Organizational Culture on Organizational Commitment

Organizational culture has been proven to have a strong influence on organizational commitment. This shows that the alignment of organizational values with individual values can increase employee loyalty.

These findings are in line with research by Meyer et al. (2024) who stated that organizational culture plays a role in shaping employee emotional attachment. In addition, Kim & Park (2023) also found that organizational culture significantly increases affective commitment.

However, research by Alshaabani et al. (2023) shows that the influence of culture on commitment can differ depending on the national cultural context, so local factors still need to be considered.

3. The Effect of Organizational Commitment on Employee Performance

The results of the study show that organizational commitment has a significant effect on employee performance. Employees who have high commitment tend to work more optimally.

These findings are consistent with research by **Ribeiro et al. (2023)** which shows that organizational commitment is the main predictor of employee performance. In addition, **Eliyana et al. (2024)** found that commitment increases productivity and work effectiveness.

However, **research by Khan et al. (2023)** shows that commitment alone is not enough if it is not supported by an adequate reward system.

4. The Role of Organizational Commitment Mediation

The results of the study show that organizational commitment plays a role as **a partial mediator**. This means that organizational culture influences performance both directly and indirectly through commitment.

These findings are in line with research by **Alrowwad et al. (2024)** who stated that organizational commitment is an important mechanism in explaining cultural and performance relationships. In addition, **Suifan et al. (2023)** also found that commitment strengthens the influence of culture on performance outcomes.

However, **research by Jufrizen & Rahmadhani (2023)** shows that in some cases, mediation can be full mediation depending on the strength of the organization's culture.

CONCLUSION

This research proves that organizational culture has a positive and significant effect on employee performance, both directly and indirectly through organizational commitment. Organizational commitment has also proven to play a role as a partial mediator in the relationship. Thus, strengthening organizational culture and increasing employee commitment are key factors in improving employee performance in a sustainable manner.

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