

The Effect of Organizational Culture and Job Satisfaction on Organizational Commitment and Employee Performance in Regional-Owned Enterprises (BUMD)

Agung Wibowo^{1*}, Nancy Yusnita², Widodo Sunaryo³

^{1,2,3}Management Science Study Program, Postgraduate School, Pakuan University, Jakarta, Indonesia

*Corresponding Author: agung3unpak@gmail.com

Abstract - This study examines the influence of organizational culture and job satisfaction on employee performance and organizational commitment in Regionally-Owned Enterprises (BUMD) in Bogor City. A mixed-method sequential explanatory approach was employed involving 212 permanent employees from Perumda Pasar Pakuan Jaya and Perumda Air Minum Tirta Pakuan selected through proportional stratified random sampling. Quantitative data were analyzed using PLS-SEM with SmartPLS, while qualitative analysis applied the Delphi technique involving human resource experts and practitioners. The findings indicate that organizational culture positively and significantly affects job satisfaction, employee performance, and organizational commitment. Job satisfaction also significantly influences employee performance and organizational commitment and partially mediates the relationship between organizational culture and employee outcomes. Qualitative findings further reveal that supportive leadership, teamwork, and organizational stability strengthen employee loyalty and performance within BUMD institutions. This study contributes to organizational behavior literature by integrating organizational culture, job satisfaction, organizational commitment, and employee performance within the BUMD context using a mixed-method approach. The findings also provide practical implications for strengthening organizational culture and employee satisfaction programs to improve organizational effectiveness in public enterprises.

Keywords: Organizational Culture, Job Satisfaction, Employee Performance, Organizational Commitment, Regional-Owned Enterprises, Mixed Method Research.

I. INTRODUCTION

In the era of globalization and increasingly competitive business dynamics, organizations are required to improve employee performance and strengthen organizational commitment to maintain sustainability and competitiveness. Human resources are recognized as strategic assets that determine organizational effectiveness and long-term success. In public sector organizations, particularly Regional-Owned Enterprises (BUMD) (BUMD), employee performance and commitment become crucial factors in ensuring optimal public service delivery and organizational productivity. Therefore, organizations need to create a supportive work environment through the development of a strong organizational culture and the enhancement of employee job satisfaction.

Organizational culture is considered one of the primary determinants influencing employee attitudes and behaviors within an organization. According to Edgar H. Schein, organizational culture represents a pattern of shared values, beliefs, and assumptions that guides organizational members in carrying out their responsibilities. A strong organizational culture can encourage employees to work more effectively, collaboratively, and responsibly. Previous studies have demonstrated that organizational culture significantly affects employee performance and organizational commitment. Research conducted by Alharbi and Alyahya (2020) found that organizational culture positively influences job satisfaction in public organizations, while Bakotić (2021) confirmed that job satisfaction contributes significantly to employee performance in public enterprises. Furthermore, Rahman et al. (2023) revealed that job satisfaction mediates the relationship between organizational culture and organizational commitment.

In addition to organizational culture, job satisfaction is another important factor influencing employee behavior and organizational outcomes. Job satisfaction reflects employees' emotional responses toward their

work, including satisfaction with compensation, supervision, promotion opportunities, work environment, and relationships with colleagues. Employees with higher levels of job satisfaction tend to demonstrate better performance, stronger loyalty, and greater commitment to organizational goals. According to Robbins and Judge (2022), satisfied employees are more motivated to contribute positively to organizational success and are less likely to experience turnover intentions.

Several empirical studies have consistently supported the relationship between job satisfaction, performance, and organizational commitment. A study by Nguyen et al. (2021) indicated that job satisfaction positively affects employee performance and organizational commitment in public service institutions. Similarly, research by Hussain et al. (2022) found that employees who experience supportive organizational cultures and high job satisfaction exhibit stronger commitment and improved productivity. These findings emphasize the importance of integrating organizational culture and job satisfaction strategies to improve organizational effectiveness.

Despite the growing body of literature discussing organizational culture and job satisfaction, studies focusing specifically on BUMD in Indonesia remain limited. Most previous studies have concentrated on private companies or general public institutions, while the organizational characteristics of BUMD differ due to their dual roles as business entities and public service providers. Therefore, this study seeks to fill the research gap by examining the influence of organizational culture and job satisfaction on employee performance and organizational commitment in BUMD in Bogor City, namely Perumda Pasar Pakuan Jaya and Perumda Air Minum Tirta Pakuan. Although numerous studies have examined the relationships among organizational culture, job satisfaction, employee performance, and organizational commitment, several important gaps remain in the literature. First, most previous studies have focused on private-sector organizations or general public institutions, while empirical studies specifically investigating Regional-Owned Enterprises (BUMD) (BUMD) in Indonesia are still limited. BUMD organizations possess unique organizational characteristics because they operate simultaneously as business-oriented entities and public service providers, creating different organizational dynamics compared to private companies. Second, prior studies generally analyzed the direct relationships among organizational culture, job satisfaction, employee performance, and organizational commitment separately, whereas limited research has comprehensively examined the mediating role of job satisfaction in the relationship between organizational culture and employee outcomes within the BUMD context. Third, previous studies predominantly relied on quantitative approaches, resulting in limited contextual understanding regarding how organizational culture and job satisfaction are implemented in actual organizational practices.

Therefore, this study offers several novelties. First, this research specifically investigates organizational behavior within BUMD institutions in Indonesia, particularly in Bogor City, which remains underexplored in previous literature. Second, this study integrates organizational culture, job satisfaction, employee performance, and organizational commitment into a single structural model by examining both direct and indirect effects through mediation analysis. Third, this study employs a mixed-method sequential explanatory approach that combines quantitative analysis using PLS-SEM and qualitative analysis using the Delphi technique to generate more comprehensive empirical and practical insights. Consequently, this study contributes theoretically to organizational behavior literature and practically to the development of strategic human resource management policies in public enterprises.

This research adopts a mixed-method sequential explanatory approach by combining quantitative and qualitative methods to provide a more comprehensive understanding of the phenomenon. Quantitative analysis is employed to examine the direct and indirect relationships among variables, while qualitative analysis is used to formulate strategic recommendations for strengthening organizational culture and job satisfaction programs. The findings of this study are expected to contribute theoretically to the development of organizational behavior and human resource management literature, particularly in the context of public enterprises, as well as provide practical implications for BUMD management in improving employee performance and organizational commitment.

Based on the theoretical framework and previous empirical studies, the hypotheses proposed in this study are formulated as follows:

H1: Organizational culture has a positive and significant effect on employee performance.

H2: Job satisfaction has a positive and significant effect on employee performance.

H3: Organizational culture has a positive and significant effect on organizational commitment.

H4: Job satisfaction has a positive and significant effect on organizational commitment.

H5: Organizational culture has a positive and significant effect on job satisfaction.

H6: Organizational culture has an indirect positive and significant effect on employee performance through job satisfaction.

H7: Organizational culture has an indirect positive and significant effect on organizational commitment through job satisfaction

The following is a conceptual model based on the research hypothesis above, namely:

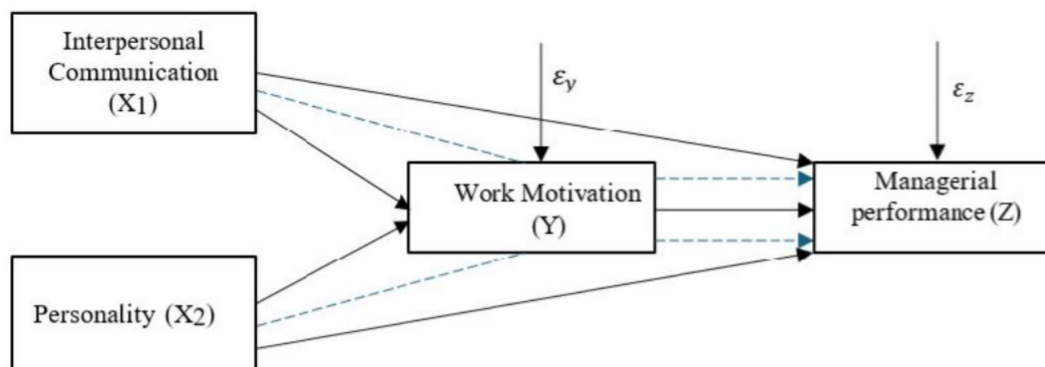


Figure 1. Research Model

A strong organizational culture encourages employees to internalize organizational values and improve work effectiveness. Employees who work in supportive organizational environments tend to demonstrate higher productivity and performance. Previous studies by Alharbi and Alyahya (2020) and Bakotić (2021) confirmed that organizational culture significantly contributes to employee performance. Therefore, hypotheses H1 and H5 are proposed. Job satisfaction is also considered an essential factor influencing employee attitudes and work outcomes. Employees who are satisfied with their jobs are more motivated, productive, and committed to organizational objectives. Research by Nguyen et al. (2021) and Hussain et al. (2022) demonstrated that job satisfaction positively affects employee performance and organizational commitment. Accordingly, hypotheses H2 and H4 are formulated. Furthermore, organizational culture not only directly influences employee outcomes but also indirectly affects organizational commitment and performance through job satisfaction. A conducive organizational culture can create positive emotional experiences for employees, leading to increased satisfaction and stronger organizational attachment. Rahman et al. (2023) found that job satisfaction partially mediates the relationship between organizational culture and organizational commitment. Therefore, hypotheses H6 and H7 are proposed to examine the mediating role of job satisfaction in this study.

II. METHOD

This study employed a mixed-method sequential explanatory design to examine the influence of organizational culture and job satisfaction on employee performance and organizational commitment in Regional-Owned Enterprises (BUMD) (BUMD) in Bogor City. The mixed-method approach was selected to provide a more comprehensive understanding of the research problem by integrating quantitative and qualitative methods. The quantitative approach was used to analyze the relationships among variables statistically, while the qualitative approach was conducted to strengthen the interpretation of the quantitative findings and formulate strategic recommendations.

The research was conducted at Perumda Pasar Pakuan Jaya and Perumda Air Minum Tirta Pakuan, two major BUMD institutions operating in Bogor City. The population of this study consisted of permanent employees from both organizations. A total of 212 respondents were selected using proportional stratified random sampling to ensure representative participation from each organizational unit. Data collection was carried out through structured questionnaires distributed directly to respondents.

The variables investigated in this study included organizational culture as the independent variable, job satisfaction as the mediating variable, and employee performance and organizational commitment as the dependent variables. The questionnaire items were developed based on established theories and previous empirical studies related to organizational behavior and human resource management. Responses were measured using a five-point Likert scale ranging from strongly disagree to strongly agree.

The indicators used in this study were adapted from established theories and previous empirical studies. Organizational Culture was measured using indicators including shared values, teamwork, communication patterns, leadership support, discipline, and innovation orientation adapted from Schein and Robbins & Judge. Job Satisfaction was measured through indicators of compensation satisfaction, supervision, promotion opportunities, coworker relationships, and work environment adapted from Robbins & Judge and Luthans. Employee Performance was measured using indicators of work quality, productivity, responsibility, effectiveness, and punctuality adapted from Dessler and Armstrong. Organizational Commitment was measured using affective commitment, continuance commitment, and normative commitment indicators adapted from Meyer and Allen (1997). A total of 32 questionnaire items were distributed across all variables using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Quantitative data analysis was performed using SmartPLS software through path analysis techniques. The analysis process consisted of two stages: measurement model evaluation (outer model) and structural model evaluation (inner model). The outer model evaluation included convergent validity, discriminant validity, and reliability testing using Average Variance Extracted (AVE), Cronbach's Alpha, Composite Reliability, and factor loading values. Meanwhile, the inner model evaluation examined path coefficients, coefficient of determination (R^2), effect size (f^2), predictive relevance (Q^2), and hypothesis testing through bootstrapping procedures to determine the significance of direct and indirect effects among variables. The validity and reliability evaluation demonstrated satisfactory measurement quality for all constructs. All indicator loading factors exceeded the recommended threshold of 0.70, indicating strong convergent validity. The Average Variance Extracted (AVE) values for all constructs ranged from 0.58 to 0.76, exceeding the minimum requirement of 0.50. Furthermore, Cronbach's Alpha values ranged from 0.82 to 0.91, while Composite Reliability values ranged from 0.87 to 0.93, confirming strong internal consistency reliability for all constructs.

Discriminant validity was also confirmed using the Fornell-Larcker criterion and cross-loading analysis, where each construct demonstrated higher correlations with its own indicators compared to other constructs.

To complement the quantitative findings, qualitative analysis was conducted using the Delphi technique involving human resource experts and organizational practitioners. This stage aimed to identify strategic programs and managerial recommendations related to strengthening organizational culture and improving job satisfaction to enhance employee performance and organizational commitment. The integration of quantitative and qualitative findings enabled this study to provide both empirical evidence and practical recommendations for organizational development in BUMD institutions. The Delphi process was conducted in two iterative rounds involving five experts consisting of human resource academics, BUMD managers, and organizational practitioners with extensive experience in public sector management. In the first round, experts were asked open-ended questions regarding organizational culture strengthening strategies, employee satisfaction improvement programs, and organizational commitment enhancement initiatives within BUMD institutions. The responses were analyzed and categorized into several strategic themes. In the second round, the identified themes were redistributed to the experts for evaluation and consensus assessment using a rating scale. Consensus was considered achieved when the majority of experts agreed on the relevance and priority of the proposed strategies. The Delphi technique enabled the study to formulate more objective and contextually relevant managerial recommendations based on expert consensus.

III. RESULT AND DISCUSSION

A. Result

The results of the quantitative analysis indicate that the proposed research model demonstrated satisfactory validity and reliability. The measurement model evaluation demonstrated that all constructs fulfilled the requirements of convergent validity and reliability.

All measurement indicators achieved factor loading values above 0.70, Average Variance Extracted (AVE) values above 0.50, and Composite Reliability and Cronbach's Alpha values above 0.70, indicating that the constructs used in this study were valid and reliable for measuring organizational culture, job satisfaction, employee performance, and organizational commitment.

Next, The structural model (inner model) in this study was employed to examine the relationships among latent constructs and to test the proposed research hypotheses. The evaluation of the structural model was conducted by assessing the coefficient of determination (R^2), predictive relevance (Q^2), and path coefficients obtained through the bootstrapping procedure. The coefficient of determination (R^2) analysis was used to measure the extent to which the exogenous variables in the structural model explain the variance of the endogenous

variables. According to Hair et al. (2019), the criteria for interpreting R^2 values are as follows: 0.75 indicates a substantial model, 0.50 indicates a moderate model, and 0.25 indicates a weak model.

Table 1. Coefficient of Determination (R^2) Results

No	Variable	R-square	R-square Adjusted
1.	Job Satisfaction (Y)	0.300	0.296
2.	Employee Performance (Z1)	0.647	0.644
3.	Organizational Commitment (Z2)	0.702	0.66

The structural model results show that the R^2 value for Job Satisfaction was 0.300, indicating a weak explanatory power, meaning Organizational Culture explains 30% of the variance in Job Satisfaction. Meanwhile, Employee Performance obtained an R^2 value of 0.647, categorized as moderate, indicating that 64.7% of its variance is explained by Organizational Culture. Furthermore, Organizational Commitment achieved an R^2 value of 0.702, which falls into the substantial category, showing that Organizational Culture explains 70.2% of the variance in Organizational Commitment. These findings indicate that Organizational Culture contributes weakly to Job Satisfaction, moderately to Employee Performance, and substantially to Organizational Commitment.

Predictive relevance (Q^2) was used to evaluate the model's predictive capability for endogenous variables. According to Hair (2011), a model is considered to have predictive relevance when $Q^2 > 0$. Based on the R^2 values of Job Satisfaction (0.300), Employee Performance (0.647), and Organizational Commitment (0.702), the calculated Q^2 value was 0.926. Since the Q^2 value is greater than zero, the model demonstrates strong predictive relevance and high predictive capability for explaining the endogenous constructs. Path analysis was conducted to examine the direct and indirect relationships among variables in the research model. The model included Organizational Culture as the independent variable, Job Satisfaction as the mediating variable, and Employee Performance and Organizational Commitment as the dependent variables. Direct effect analysis was performed to assess the significance and direction of the direct relationships among constructs in the structural model, including the effects of Organizational Culture on Job Satisfaction, Employee Performance, and Organizational Commitment, as well as the effect of Job Satisfaction on the dependent variables.

Table 2. Results of Direct Influence Analysis

	Original sample (O)	Sample mean (M)	Standard Deviation (STDEV)	T statistics (O/STDEV)	P values
Organizational Culture (X) → Employee Performance (Z1)	0.532	0.531	0.046	11.519	0.000
Job Satisfaction (Y) → Employee Performance (Z1)	0.379	0.379	0.046	8.201	0.000
Organizational Culture (X) → Commitment to the Organization (Z2)	0.512	0.511	0.045	11.404	0.000
Job Satisfaction (Y) → Commitment to the Organization (Z2)	0.440	0.439	0.044	9.935	0.000
Organizational Culture (X) → Job Satisfaction (Y)	0.547	0.545	0.050	10.911	0.000

All direct relationships in the structural model showed positive and significant effects, indicating that increases in the independent variables lead to increases in the dependent and mediating variables. Organizational Culture significantly influenced Employee Performance ($\beta = 0.532$; $p < 0.05$), Organizational Commitment ($\beta = 0.512$; $p < 0.05$), and Job Satisfaction ($\beta = 0.547$; $p < 0.05$). In addition, Job Satisfaction had a significant positive effect on Employee Performance ($\beta = 0.379$; $p < 0.05$) and Organizational Commitment ($\beta = 0.440$; $p < 0.05$). These findings confirm that Organizational Culture and Job Satisfaction play important roles in improving employee outcomes within the organization.

Indirect effect analysis was conducted to examine to test the indirect influence of the independent variable on the dependent variable through the mediator variable, namely Job Satisfaction (Y).

Table 3. Results of Indirect Influence Analysis

	Original sample (O)	Sample mean (M)	Standard Deviation(STDEV)	T statistics (O/STDEV)	P values
Organizational Culture (X) → Employee Performance (Z1)	0.207	0.206	0.031	6.597	0.000
Organizational Culture (X) → Commitment to the Organization (Z2)	0.241	0.239	0.032	7.448	0.000

The indirect effect analysis showed that Organizational Culture had a positive and significant indirect effect on Employee Performance through Job Satisfaction ($\beta = 0.207$; $p < 0.05$) and on Organizational Commitment through Job Satisfaction ($\beta = 0.241$; $p < 0.05$). Since both indirect effects were smaller than the corresponding direct effects, Job Satisfaction was identified as a partial mediating variable in the relationships between Organizational Culture and Employee Performance, as well as between Organizational Culture and Organizational Commitment.

The structural model analysis was conducted to examine the direct and indirect effects among variables through hypothesis testing using path coefficients and significance values. The results showed that Organizational Culture had a positive and significant effect on Employee Performance ($\beta = 0.532$), Organizational Commitment ($\beta = 0.512$), and Job Satisfaction ($\beta = 0.547$). In addition, Job Satisfaction significantly influenced Employee Performance ($\beta = 0.379$) and Organizational Commitment ($\beta = 0.440$).

The mediation analysis further revealed that Job Satisfaction significantly mediated the relationship between Organizational Culture and Employee Performance ($\beta = 0.207$), as well as the relationship between Organizational Culture and Organizational Commitment ($\beta = 0.241$). These findings indicate that strengthening Organizational Culture can improve Job Satisfaction, which subsequently enhances Employee Performance and Organizational Commitment.

The qualitative analysis in this study was conducted to complement and strengthen the quantitative findings by providing deeper and more contextual insights into the organizational conditions within BUMD in Bogor City. While the quantitative approach measured the relationships among variables statistically, the qualitative approach explored how organizational culture, job satisfaction, employee performance, and organizational commitment were implemented and experienced in actual organizational practices.

In addition, the qualitative analysis aimed to validate and interpret the quantitative results more comprehensively, particularly in understanding the organizational dynamics, employee perceptions, and managerial practices that could not be fully captured through numerical data alone. Through qualitative exploration, the study was also able to formulate practical strategies and recommendations for improving employee performance and strengthening organizational commitment through organizational culture and job satisfaction programs.

The comparison between quantitative and qualitative findings indicates that all research variables were categorized as good, reflecting favorable organizational conditions within BUMD in Bogor City. However, the qualitative analysis provided deeper insights, particularly for Employee Performance and Organizational Commitment, which were categorized as very good compared to the quantitative results categorized as good. This suggests that employees demonstrate stronger performance, loyalty, and organizational attachment in practice than what is reflected through measurable survey perceptions.

Meanwhile, Organizational Culture and Job Satisfaction showed consistent results in both quantitative and qualitative analyses, with both categorized as good. These findings indicate that the organizational culture has been implemented effectively and that employees generally experience satisfactory working conditions. Overall, the qualitative findings complement the quantitative results by providing more contextual and in-depth evidence regarding organizational dynamics and the effectiveness of strategies aimed at strengthening employee performance and organizational commitment through organizational culture and job satisfaction programs.

B. Discussion

The findings of this study demonstrate that Organizational Culture has a positive and significant effect on Employee Performance, Organizational Commitment, and Job Satisfaction. These results indicate that a strong organizational culture characterized by shared values, collaboration, discipline, and employee involvement contributes significantly to improving employee attitudes and work outcomes within BUMD in Bogor City. Employees who perceive a supportive organizational environment tend to work more effectively and show stronger commitment to organizational goals. This finding supports the theory proposed by Edgar H. Schein, which states that organizational culture shapes employee behavior and organizational effectiveness through shared assumptions and values.

The significant influence of Organizational Culture on Employee Performance is consistent with previous studies conducted by Alharbi and Alyahya (2020) and Bakotić (2021), which found that supportive organizational cultures improve employee productivity and work effectiveness. In the context of BUMD, organizational culture appears to play an important role in encouraging employees to maintain responsibility, professionalism, and service quality. Since BUMD institutions operate not only as business entities but also as public service providers, a positive organizational culture becomes essential in maintaining both operational performance and public trust.

The results also reveal that Job Satisfaction positively and significantly affects Employee Performance and Organizational Commitment. Employees who experience satisfaction with compensation, supervision, work relationships, and career opportunities tend to demonstrate better work performance and stronger emotional attachment to the organization. These findings are in line with Robbins and Judge (2022), who emphasized that satisfied employees are generally more motivated, productive, and loyal to organizational objectives. The findings also support Nguyen et al. (2021) and Hussain et al. (2022), who concluded that job satisfaction significantly contributes to organizational effectiveness and employee retention.

Furthermore, this study confirms that Organizational Culture significantly influences Job Satisfaction. This finding suggests that a conducive work environment, supportive leadership, and positive organizational values can enhance employees' emotional satisfaction toward their work. Employees who feel appreciated and supported by the organization are more likely to experience higher levels of motivation and satisfaction. In practical terms, BUMD management should continuously strengthen organizational values, communication, teamwork, and leadership quality to maintain employee satisfaction and organizational stability.

An important contribution of this study lies in the mediation analysis, which shows that Job Satisfaction partially mediates the relationship between Organizational Culture and both Employee Performance and Organizational Commitment. This indicates that Organizational Culture not only directly affects employee outcomes but also indirectly influences them through increased Job Satisfaction. In other words, employees working in positive organizational environments tend to feel more satisfied, which subsequently enhances their performance and commitment. This finding is consistent with Rahman et al. (2023), who found that job satisfaction serves as a mediating mechanism linking organizational culture to employee commitment and performance outcomes.

The integration between quantitative and qualitative findings demonstrates a strong convergence of evidence regarding the importance of organizational culture and job satisfaction within BUMD institutions. Quantitatively, organizational culture and job satisfaction significantly influenced employee performance and organizational commitment. Qualitatively, experts and organizational practitioners emphasized that BUMD employees tend to develop stronger emotional attachment and work loyalty when organizational values are consistently implemented through supportive leadership, teamwork, and transparent communication.

The findings also reflect the distinctive characteristics of BUMD organizations as hybrid institutions that simultaneously pursue public service responsibilities and business performance targets. In this context, organizational culture not only functions as an internal management mechanism but also as a strategic instrument for maintaining public trust and service quality. Employees who perceive fairness, recognition, and supportive organizational environments tend to demonstrate stronger commitment toward organizational missions and public service responsibilities.

Furthermore, the qualitative findings revealed that employee commitment within BUMD is strongly influenced by perceptions of organizational stability, leadership credibility, and institutional reputation. This explains why Organizational Commitment obtained the highest R² value in the structural model. Therefore, strengthening organizational culture and employee satisfaction programs becomes strategically important not only for improving internal performance but also for enhancing organizational sustainability and public accountability.

The qualitative findings further strengthen the quantitative results by providing more contextual explanations regarding organizational conditions within BUMD in Bogor City. Although the quantitative analysis categorized Employee Performance and Organizational Commitment as "good," the qualitative findings revealed

that these variables were perceived as “very good” in actual organizational practices. This suggests that employees demonstrate stronger loyalty, responsibility, and organizational attachment than what is reflected through survey measurements alone. The consistency between quantitative and qualitative findings also indicates that Organizational Culture and Job Satisfaction have been implemented effectively within the studied organizations.

Overall, the findings of this study emphasize the strategic importance of strengthening Organizational Culture and Job Satisfaction programs in improving Employee Performance and Organizational Commitment within public sector organizations, particularly BUMD. The study contributes theoretically to the development of organizational behavior and human resource management literature in public enterprises, while practically providing managerial insights for organizational leaders in designing sustainable human resource strategies to improve organizational effectiveness and employee engagement.

IV. CONCLUSION

This study concludes that Organizational Culture and Job Satisfaction play significant roles in improving Employee Performance and Organizational Commitment within Regional-Owned Enterprises (BUMD) (BUMD) in Bogor City. The quantitative findings revealed that Organizational Culture positively and significantly affects Employee Performance, Organizational Commitment, and Job Satisfaction. In addition, Job Satisfaction was also found to have a positive and significant effect on Employee Performance and Organizational Commitment.

The study further confirms that Job Satisfaction acts as a partial mediating variable in the relationship between Organizational Culture and both Employee Performance and Organizational Commitment. These findings indicate that strengthening organizational values, collaboration, communication, and supportive work environments can increase employee satisfaction, which subsequently enhances employee performance and organizational attachment.

The qualitative findings complement the quantitative results by demonstrating that employees exhibit strong loyalty, commitment, and work performance in actual organizational practices. The consistency between both approaches indicates that organizational culture and job satisfaction programs have been implemented effectively within the studied BUMD institutions.

Theoretically, this study contributes to the development of organizational behavior and human resource management literature, particularly in the context of public enterprises. Practically, the findings provide important managerial implications for BUMD leaders in formulating strategies to strengthen organizational culture, improve job satisfaction, enhance employee performance, and maintain organizational commitment in achieving sustainable organizational effectiveness.

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