

The Effect of Work Culture and Management Quality on Employee Performance: The Mediating Role of Work Commitment at Lampung Province Industry and Trade Department

^a Dewi Suma

^a Department of Management, Faculty of Economics and Business, Universitas Pembinaan Masyarakat Indonesia

ABSTRAK

Penelitian ini bertujuan untuk memahami bagaimana budaya kerja dan manajemen mutu mempengaruhi komitmen kerja dan implikasinya terhadap kinerja pegawai dalam konteks pekerja PNS pada Dinas Perindustrian dan Perdagangan Provinsi Lampung. Metode random sampling digunakan untuk memilih 194 sampel secara proporsional. Pengumpulan data dilakukan melalui kuesioner yang disebarakan pada responden yang kemudian dianalisis menggunakan struktural Equation Modeling (SEM) dengan AMOS versi 22. Hasil temuan menunjukkan bahwa budaya kerja mempengaruhi komitmen kerja, sedangkan komitmen kerja mempengaruhi kinerja karyawan. Kemudian, terbukti bahwa komitmen kerja lebih berpengaruh besar dalam meningkatkan kinerja pegawai negeri sipil pada Dinas Perindustrian dan Perdagangan Provinsi Lampung. Komitmen kerja memediasi pengaruh manajemen mutu terhadap kinerja pegawai. Implikasi kebijakan untuk meningkatkan kinerja pegawai negeri sipil pada Dinas Perindustrian dan Perdagangan Provinsi Lampung adalah manajemen lebih fokus pada peningkatan komitmen kerja pegawai melalui manajemen mutu. Namun upaya peningkatan kinerja pegawai melalui variabel lainnya seperti budaya kerja dan manajemen mutu juga harus diperhatikan, meskipun dampaknya tidak signifikan. Saran bagi peneliti selanjutnya adalah untuk menguji variabel mediasi lain dalam meningkatkan kinerja karyawan.

ABSTRACT

This study proposes to understand how work culture and quality management affect work commitment and its implications for employee performance in the context of civil servant workers at the Industry and Trade Department of Lampung Province. Random sampling method is carried out to choose 194 samples proportionally. The data is obtained by distributing questionnaires to the respondents, which are then analyzed using structural equation modeling (SEM) with AMOS version 22. The findings indicate that work culture positively and significantly influences work commitment, while work commitment positively and significantly influences civil servants' performance. In addition, this study also confirms that work commitment has a greater influence in influencing civil servants' performance at the Industry and Trade Department of Lampung Province. Work commitment mediates the effect of quality management on employee performance. To improve civil servants' performance at the Industry and Trade Department of Lampung Province, the management should focus more on increasing employee work commitment through quality management. However, efforts to improve employee performance through other variables, such as work culture and quality management, must also be considered, although the impact is not significant. Suggestions for future researchers are to examine other mediating variables in improving employee performance.

ARTICLE HISTORY

Submitted: 28 02 2024

Revised: 03 03 2024

Accepted: 04 03 2024

Published: XX 03 2024

KATA KUNCI

Budaya Kerja;
Manajemen Mutu;
Komitmen Kerja;
Kinerja Pegawai

KEYWORDS

Work Culture; Quality
Management; Work
Commitment; Employee
Performance

INTRODUCTION

Regional development planning is a planning process to determine future policies through a sequence of choices involving various elements of stakeholders to utilize and allocate existing resources within a certain period in the region. It aims to realize regional development by increasing equitable distribution of community income, employment opportunities, business opportunities, as well as improving access and quality of public services and regional competitiveness. In accordance with the Governor Regulation 56 of 2019 concerning Position, Organizational Structure, Duties and Functions, and Work Procedures of the Industry and Trade Department of Lampung Province, the department has the task of "organizing part of the provincial government affairs in the field of industry and trade based on the principle of autonomy which is the authority, deconcentration, and assistance tasks and other duties in accordance with policies set by the Governor based on applicable laws and regulations". In carrying out these tasks and functions, there are several problems that can be faced. The Industry and Trade Department of Lampung Province has mapped out the problems that will be faced in carrying out its duties and functions over the next five years, namely: (1) not yet optimal cooperation between small and medium industries (SMIs) with state-owned enterprises (SOEs) or village-owned enterprises (VOEs), large industries, and financial industries, (2) limited ability to use and develop technology, creativity, and innovation, (3) not yet optimal consumer protection, (4) decreased performance of non-marine exports, and (5) the inflation rate of the food group.

Until now, there are still many small and medium industries that have not gained access of partnerships with large industries and SOEs due to their lack of readiness to fulfill the prerequisites required. Business partnerships require readiness to partner, and this includes small and medium industries that generally have a low level of mastery in business management or science technology, to be able to play a role as a reliable partner. The improvement of management, quality of human resources, and business organization must absolutely be harmonized for the business partnerships can be carried out according to proper rules. The third problem is regarding the development of information and technology that also affects the trade sector has given rise to the term "e-commerce", which has grown very rapidly in recent years. E-commerce can increase business competitiveness as it can enhance efficiency, save costs in reaching the market, shorten the distribution chain, and facilitate direct interaction with consumers at an affordable cost. However, the rapid development of e-commerce has also caused problems, such as unclear management and supervision. Until now, there are no regulations governing the management and supervision of e-commerce, even though both aspects are very important for protecting consumers. It should be noted that the consumer protection aspect is one of the main entities in the development of e-commerce. Existing regulations, especially Law No. 8 of 1999 on consumer protection, have not been able to cover and protect consumer rights in conducting digital transactions.

Another problem is regarding the factors that influence the not optimal export performance of Lampung Province, which are the poor diversification of export products or commodities and limited access to new export markets. Lampung Province still relies on main commodities such as palm oil, coffee, and others, while most of these commodities are still in the form of raw materials that have quite low economic value and follow global market commodity prices. In addition, Lampung Province's export destinations still rely on traditional export destination countries such as the United States and China. In 2018, the value of exports to China and the United States reached 858.08 million US dollars or 24.85% of the total export value of Lampung Province.

The Industry and Trade Department of Lampung Province has the responsibility to carry out activities that have been prepared based on the strategic plan in the next five years. The successful implementation of the strategic plan for the next five years is highly dependent on the work commitment of all stakeholders of Lampung Province, the Industry and Trade Department of the province, community participation, stakeholders in the regency or city, and the Central Government. In this regard, the civil servants who work at the Industry and Trade Department plays a significant role in assuring that the strategic plan can be implemented, thus it requires their commitment and performance.

(Djastuti, n.d.) asserted that employees can work more effectively when they are encouraged to be committed to work. Better quality management can lead to higher employee commitment to remain in their organization. The prior research carried out by (Nugroho, 2013); (Taurisa, 2012); (Sinha et al., 2017) shows that work culture affects work commitment. (Wambui, 2018) has attempted to measure the effect of work culture on work commitment and job satisfaction, and found that work culture has a positive effect on commitment. Job commitment according to (Griffin & Fleet, 2013) is the extent to which a person knows and is attached to his organization. Commitment is an important factor that determines employee work behavior in the organization (Bin Mazlan, 2014). One of the factors that affect employee performance in government agencies is work culture, where this factor is closely related to improving performance. With the achievement of a good work culture and cooperation with fellow employees, employee performance can be improved.

The existing study on work culture, commitment, and performance is often conducted in manufacturing, service companies, or in hospitality industry, and it is rarely carried out in the public or governmental institution. In addition, there has been inconsistencies in the prior research regarding the relationship between variables used in this study. Therefore, this study is carried out to understand the interrelationship between work culture, quality management, work commitment, and employee performance in the context of civil servants at the Industry and Trade Department of Lampung Province.

Literature Review

1. Work Culture and Work Commitment

Work culture is a system of inheriting values so that they can be applied to work by employees (Siregar & Suma, 2023). (Xiaoming, 2013); (Paais & Pattiruhu, 2020) stated that the pattern of solving internal and external problems for a group or work is referred to as work culture. (Djastuti, n.d.); (Sarhan et al., 2020) stated that employees can develop a habit to work more effectively, when they are encouraged to have work commitment. The better or stronger the work culture owned by employees, the higher the employees' work commitment. Research conducted by (Nugroho, 2013), (Taurisa, 2012) and (Taurisa & Ratnawati, 2012), (Olafsen et al., 2020), and (Sinha et al., 2017) shows that work culture affects work commitment.

H1: Work culture has a positive and significant effect on work commitment.

2. Quality Management and Work Commitment

The ISO 9001:2015 Quality Management System is an internationally recognized quality management system standard and the Ministry of Education and Culture's Internal Quality Assurance System is a reference for assessing the quality management practices of an organization, namely the organization's ability to carry out the process of design, production and delivery of quality products or services. The use of ISO and SMPI as a

quality management strategy is essentially intended to provide quality assurance in terms of services to external and internal parties. The approach used in the concept of quality management is a systems approach. Quality management does not only consist of a value system, but is also supported by techniques and tools (Al Shraah et al., 2022). Commitment is related to behavior and commitment can be aimed at more than one target or entity. Individuals can have commitments to work, family, friends, careers, organizations, and professional associations. Organizational commitment reflects the level of individual identification with the organization and commitment to achieving goals (Smith et al., 2013); (Abbas, 2020).

H2: Quality management has a positive and significant effect on job commitment.

3. Work Culture and Performance

As an effort to achieve optimal employee performance, the organization should not be centered on the quality management system, but the organization must pay attention to the culture that exists in the organization. Good organizational culture has a big influence on employee performance (Ari S et al., 2022); (Paais & Pattiruhu, 2020). Human resources play an important role in the running of the organization, employees are expected to improve performance, for that employees need to have reliable skills or skills in handling every job, reliable skills can improve employee performance. One of the factors that affect employee performance in a government agency is work culture, where work culture is closely related to performance improvement (Tika, 2010).

H3: Work culture has a positive and significant effect on performance.

4. Quality Management and Performance

The role of the leader is to mobilize all existing functions in the organization towards better institutional quality (Kleijnen, 2012); (Ghani Al-Saffar & Obeidat, 2020). Without quality leadership, which is concerned about the quality of the organization, it is difficult for the organization to perform better (Usman, 2011); (Ong et al., 2020). In improving employee performance, it is not only enough with a quality management system, but also requires commitment from employees and stakeholders to improve the performance and quality of the company. Without commitment to quality, quality efforts will not succeed. Therefore, quality commitment in the company is an important issue. In the context of business organizations, work culture is not only an important factor, but is the main role holder in the organization's business performance (Abujarad & Yusof, 2010).

H4: Quality management has a positive and significant effect on performance.

5. Work Commitment and Performance

Commitment is a person's attitude in identifying himself with the organization and its values and goals, as well as his desires. In (Luthans, 2012); (Koo et al., 2020), it is stated that there are results of work commitment that show a positive relationship between work commitment and desired outcomes such as high performance. Employees who are committed to the organization have the potential to improve individual, group, and organizational performance. According to Mathis and Jackson (Abdullah et al., 2021), work commitment affects employee performance.

H5: Job commitment has a positive and significant effect on performance.

RESEARCH METHODS

This study uses a quantitative design. The research variables consisted of work culture, quality management, work commitment, and employee performance are measured by developing instruments with a Likert scale of 1 - 5. The scale represents a rating from 'strongly disagree' to 'strongly agree'. The population in this study were 200 civil servants of the Industry and Trade Department of Lampung Province, selected proportionally using the random sampling method. According to (Hair et al., 2013), the number of respondents on the list is five to ten times the number of construct indicators in the full SEM model developed. Data were collected through instrument distribution and face-to-face by the researcher. After the data collection, it turns out that there are 194 respondents who completely fill the questionnaire, thus the data can be processed further. For the data analysis, this study uses first order Structural Equation Modeling (SEM) with AMOS software version 22.0 to examine the hypotheses proposed, while the indicators of each variable are examined with goodness of fit technique.

Based on the theories and opinions of experts and previous research, the indicators of each research variable are as follows:

- 1) Quality management in this study is measured based on customer focus, leadership, engagement of people, process approach, improvement, evidence-based decision making, and relationship management.
- 2) Work culture in this study is measured by innovation and risk taking, accuracy and analysis, people orientation, team orientation, and aggressiveness.
- 3) Work commitment in this study is measured by feeling part of the organization, feeling involved in the organization, not finding a better place to work, comfortable with the salary received, comfortable with the environmental conditions, and having a feeling of responsibility.
- 4) Employee performance is measured by quantity, quality, knowledge of work, creativity, cooperation, reliability, initiative, and quality of employees.

Convergent validity is used to test the validity of the developed indicators. The multivariate critical ratio (c.r) assessment criterion is 1.694. Furthermore, the assessment of each questionnaire item uses the confirmatory factor analysis (CFA) method to test the relationship between constructs and indicators based on the theory developed. The construct reliability is tested using variance extract (AVE). Table 2 presents the result of the CFA test which shows the questionnaire question charge ≥ 0.5 ; thus, all indicators are valid (Bougie & Sekaran, 1993). Table 3 shows construct reliability (CR) ≥ 0.7 and average variance extracted (AVE) ≥ 0.5 on each construct, so it can be concluded that all constructs are reliable. The CFA, CR, and AVE test results in Table 3 conclude that all indicators can be used to measure variables and analyze research data.

RESULTS AND DISCUSSIONS

SEM Output

Hypothesis testing in this study uses the SEM model using AMOS 22.0 software. Figure 1 shows the fit test results (GOF) of the full SEM model. The results of the fit test (GOF) are as follows: Chi-Square = 316.435, probability = 0.077, df = 282, CMIN/DF = 1.122, GFI = 0.896, AGFI = 0.871, CFI = 0.993, NFI = 0.938, IFI = 0.993, RMSEA = 0.025 and RMR = 0.019. The results of the GOF criteria have met the required cut-off values, so the research model is fit and can be used to

analyze and test the proposed hypotheses (see Table 4).

Table 2.
Output of Validity Test

Constructs, Indicators & Dimensions		Loading Factor($\lambda \geq 0.5$)	Conclusion
WCT6	Works_Culture	0.854	Valid
WCT5	Works_Culture	0.828	Valid
WCT4	Works_Culture	0.843	Valid
WCT3	Works_Culture	0.850	Valid
WCT2	Works_Culture	0.706	Valid
WCT1	Works_Culture	0.708	Valid
QTM6	Quality_Management	0.716	Valid
QTM5	Quality_Management	0.788	Valid
QTM4	Quality_Management	0.824	Valid
QTM3	Quality_Management	0.849	Valid
QTM2	Quality_Management	0.813	Valid
QTM1	Quality_Management	0.802	Valid
WCM6	Works_Commitment	0.875	Valid
WCM5	Works_Commitment	0.842	Valid
WCM4	Works_Commitment	0.860	Valid
WCM3	Works_Commitment	0.902	Valid
WCM2	Works_Commitment	0.876	Valid
WCM1	Works_Commitment	0.884	Valid
EPF6	Employee_Performance	0.772	Valid
EPF5	Employee_Performance	0.811	Valid
EPF4	Employee_Performance	0.851	Valid
EPF3	Employee_Performance	0.844	Valid
EPF2	Employee_Performance	0.856	Valid
EPF1	Employee_Performance	0.846	Valid
EPF7	Employee_Performance	0.755	Valid
EPF8	Employee_Performance	0.756	Valid

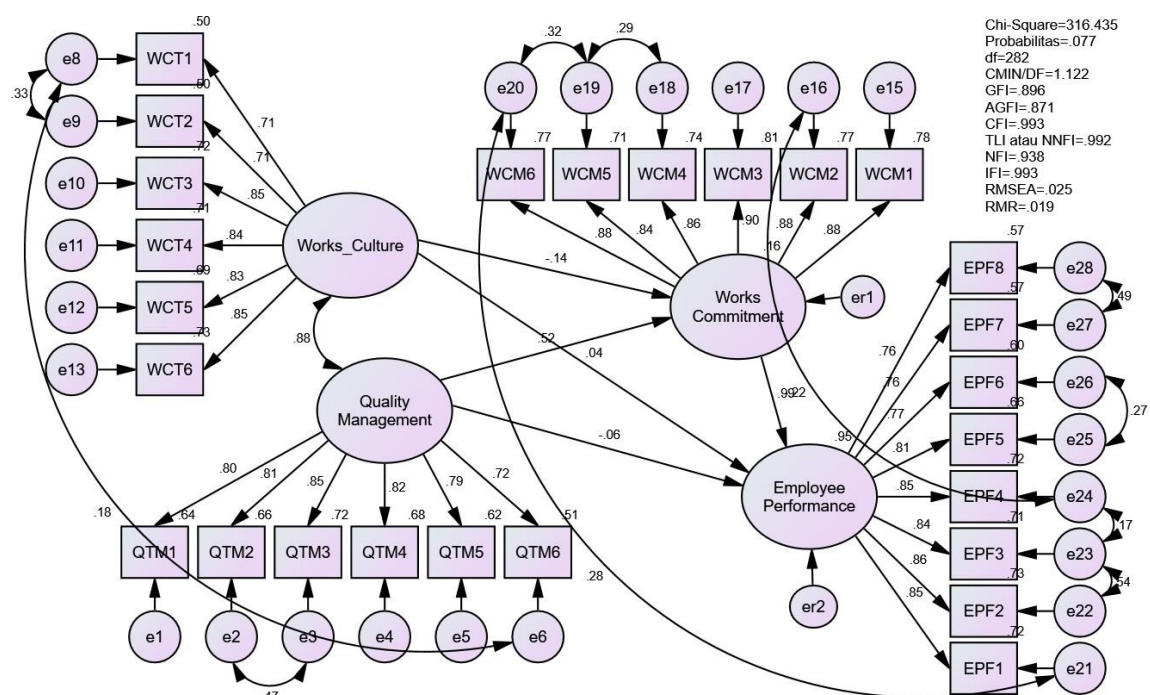
Source: Processed Data (2024)

Table 3.
Output of Reliability Test

Variables	Construct Reliability of ≥ 0.7	Variance Extracted ≥ 0.5	Result
Work Culture (WCT)	0.914	0.641	Reliable
Quality Management (QTM)	0.914	0.640	Reliable
Work Commitment (WCM)	0.951	0.763	Reliable
Employee Performance (EPF)	0.939	0.660	Reliable

Source: Processed Data (2024)

Figure 1.
Full Model of Research



Source: Processed Data (2024)

Table 4.
Direct Effect from Path Analysis Model (N=200)

Structural Path / Hypothesis			Estimate	t-value	p-value	Conclusion
Works_Commitment	H1	Works_Culture	-0.189	-0.732	0.464	Not significant
Works_Commitment	H2	Quality_Management	0.863	2.641	0.008	Significant
Employee_Performance	H5	Works_Commitment	0.680	12.832	0.000	Significant
Employee_Performance	H4	Quality_Management	-0.067	-0.670	0.503	Not significant
Employee_Performance	H3	Works_Culture	0.035	0.458	0.647	Not significant

Source: Processed Data (2024)

Table 5.
Standardized Direct Effects

	Quality Management	Works Culture	Works Commitment	Employee Performance
Works_Commitment	.518	-.141	.000	.000
Employee_Performance	-.059	.038	.988	

Source: Processed Data (2024)

Table 6.
Standardized Indirect Effects

	Quality Management	Works Culture	Works Commitment	Employee Performance
Works_Commitment	.000	.000	.000	.000
Employee_Performance	.512	-.139	.000	

Source: Processed Data (2024)

Table 7.
Standardized Total Effects

	Quality Management	Works Culture	Works Commitment	Employee Performance
Works_Commitment	.518	-.141	.000	.000
Employee_Performance	.453	-.101	.988	

Source: Processed Data (2024)

Discussion

Table 4 displays that the linkage of work culture and work commitment has a t-count value of -0.732 (<1.96), so Hypothesis 1 is rejected. Work culture does not significantly influence work commitment of the Industry and Trade Department of Lampung Province. Work culture is a system of inheriting values so that they can be applied to work to employees (Siregar & Suma, 2023). (Xiaoming, 2013) stated that the pattern of solving internal and external problems for a group or work is referred to as work culture. (Djastuti, n.d.) stated that the habits of employees to work more effectively, when employees are encouraged work commitment. The better or stronger the work culture owned by employees, the higher the employee's work commitment. Research conducted by (Nugroho, 2013); (Taurisa, 2012); (Sinha et al., 2017) shows that work culture affects work commitment. However, in this study the opposite result was found where work culture could not affect employee work commitment. From the results of the study, it can be explained that these findings only apply to the object that is the place of research, namely employees or civil servants at the Industry and Trade Department of Lampung Province, and do not rule out the possibility of different results if carried out on other subjects or places of research.

Furthermore, the linkage of management quality and work commitment has a t-count value of 2.641 (>1.96), so Hypothesis 2 can be accepted. Quality management has a significant positive effect on work commitment of the Industry and Trade Department of Lampung Province. The ISO 9001: 2015 Quality Management System is an internationally recognized quality management system standard and the Ministry of Education and Culture's Internal Quality Assurance System is a reference for assessing the quality management practices of an

organization, namely the organization's ability to carry out the process of design, production and delivery of quality products or services. The use of ISO and SMPI as a quality management strategy is essentially intended to provide quality assurance in terms of services to external and internal parties. The approach used in the concept of quality management is a systems approach. Quality management does not only consist of a value system, but is also supported by techniques and tools (Sugiarto, 2016). Commitment is related to behavior and commitment can be aimed at more than one target or entity. Individuals can have commitments to work, family, friends, careers, organizations and professional associations. Organizational commitment reflects the level of individual identification with the organization and commitment to achieving goals (Smith et al., 2013).

Based on Table 4, the relationship between management quality and work commitment has a t-count value of 0.458 (<1.96), so Hypothesis 3 is rejected. Work culture has no significant effect on the performance of the Industry and Trade Department of Lampung Province. As an effort to achieve optimal employee performance, organizations should not be centered on the quality management system, but organizations must pay attention to the culture that exists in the organization. A good organizational culture has a big influence on employee performance (Ari S et al., 2022). Human resources play an important role in the running of the organization, employees are expected to improve performance, for that employees need to have reliable skills or skills in handling every job, reliable skills can improve employee performance. One of the factors that affect employee performance in a government agency is work culture, where work culture is closely related to performance improvement (Tika, 2010). In the research findings found the effect of management quality on commitment, the effect has a positive charge, but the effect is not significant. Therefore, it can be concluded that the quality of management at the Industry and Trade Department of Lampung Province is still needed as an effort to improve employee performance, but it is not an urgent thing to do immediately.

Based on Table 4, the relationship between quality management and performance has a t-count value of -0.067 (<1.96), so Hypothesis 4 is rejected. Quality management has no significant effect on the performance of the Industry and Trade Department of Lampung Province. The role of the leader is to mobilize all existing functions towards better institutional quality (Kleijnen, 2012). Without quality leadership, which is concerned about the quality of the organization, it is difficult for the organization to perform better (Usman, 2011). In improving employee performance, it is not enough with a quality management system, but also requires commitment from employees and stakeholders to improve the performance and quality of the company. Without commitment to quality, quality efforts will not succeed. Therefore, quality commitment in the company is an important issue. In the context of business organizations, work culture is not only an important factor, but is the main role holder in the organization's business performance (Abujarad & Yusof, 2010). Based on the results of the study, it can be said that quality management remains important as one of the factors to improve employee performance, but it has not become an urgent factor to be improved immediately.

Based on Table 4, the relationship between work commitment and performance has a t-count value of 12.832 (<1.96), so Hypothesis 5 is accepted. Work commitment has a significant positive effect on the performance of the Industry and Trade Department of Lampung Province. Commitment is a person's attitude in identifying himself with the organization and its values, goals, and desires. In (Luthans, 2012), it is stated that there are results from work commitment that show a positive relationship between work commitment and desired outcomes such as high performance. Employees who are committed to the organization have the potential to improve individual, group and organizational performance. According to (Mathis, R. L., Jackson, J. H., & Valentine, 2016), work commitment affects employee performance. Based on the results of the

study, it was found that work commitment is the most dominant factor in influencing the improvement of employee performance at the Lampung Province Industry and Trade Office, compared to other variables.

Table 5 shows that the direct effect of work commitment on employee performance is more significant (0.988) than the direct effect of quality management on employee performance (-0.059), and the direct effect of work culture on performance (0.038). Table 6 shows that the indirect effect of quality management on performance through work commitment is greater (0.512) than the direct effect of quality management on performance (-0.059). This means that work commitment has a mediating effect on quality management in improving employee performance. Policy implications for improving the performance of the Industry and Trade Department of Lampung Province can be done directly by increasing the work commitment of employees. Table 7 shows that the total effect of work commitment on employee performance is more dominant or greater (0.988) than the total effect of quality management on performance (0.453). The total effect of work culture on performance is largest (-0.101). In general, policy implications for improving job performance are recommended by increasing work commitment (0.988) rather than quality management (0.453).

CONCLUSIONS

In summary, this study aimed to explore the dynamics between work culture, quality management, work commitment, and employee performance within the context of civil servant at the Industry and Trade Department of Lampung Province. The findings underscored the pivotal role of work culture in fostering positive and significant impact on work commitment. Furthermore, the study revealed a significant positive relationship between work commitment and performance, emphasizing the importance of nurturing a dedicated and engaged workforce for enhanced organizational outcomes. Additionally, this study established that work commitment acts as a mediator in the relationship between quality management and employee performance.

For managerial applications, these findings advocate for a strategic emphasis on shaping and reinforcing a positive work culture within the Industry and Trade Department of Lampung Province. Recognizing the pivotal influence of work commitment on performance, management should prioritize initiatives that enhance employee engagement and dedication. Theoretically, this study contributes to the existing literature by elucidating the intricate interplay between work culture, quality management, work commitment, and employee performance. The confirmation of work commitment as a significant mediator advances the understanding of the nuanced pathways through which organizational factors influence performance outcomes.

Despite the valuable contributions, it is imperative to acknowledge the limitations inherent in this study. The reliance on self-reported data via questionnaires introduces the potential for response bias. Additionally, the generalizability of the findings may be constrained to the specific context of civil servant workers at the Industry and Trade Department of Lampung Province. Future research endeavors should aim to replicate and extend these findings across diverse organizational settings and populations.

REFERENCES

- Abbas, J. (2020). Impact of total quality management on corporate green performance through the mediating role of corporate social responsibility. *Journal of Cleaner Production*, 242, 118458. <https://doi.org/10.1016/j.jclepro.2019.118458>
- Abdullah, M. I., Huang, D., Sarfraz, M., Ivascu, L., & Riaz, A. (2021). Effects of internal service quality on nurses' job satisfaction, commitment and performance: Mediating role of employee well-being. *Nursing Open*, 8(2), 607–619. <https://doi.org/10.1002/nop2.665>
- Abujarad, I., & Yusof, N. A. (2010). A review paper on organizational culture and organizational performance A Review Paper on Organizational Culture and Organizational Performance. *International Journal of Business and Social Science*, 29(January 2010), 26–46.
- Al Shraah, A., Abu-Rumman, A., Al Madi, F., Alhammad, F. A. F., & AlJboor, A. A. (2022). The impact of quality management practices on knowledge management processes: a study of a social security corporation in Jordan. *TQM Journal*, 34(4), 605–626. <https://doi.org/10.1108/TQM-08-2020-0183>
- Ari S, S. M., Umiyati, S., & Ambarwati, A. (2022). Analysis of the Relationship Between Leadership and Organizational Culture With Village Device Performance. *International Journal of Applied Research in Social Sciences*, 4(4), 158–172. <https://doi.org/10.51594/ijarss.v4i4.343>
- Bin Mazlan, D. (2014). The Impact of Electronic Words of Mouth (eWOM) to the Brand Determination of Higher Education in Malaysia: From the Perspective of Middle East's Student. *Journal of Mass Communication & Journalism*, 04(03), 1–4. <https://doi.org/10.4172/2165-7912.1000181>
- Bougie, R., & Sekaran, U. (1993). Research methods for business: A skill building approach. In *Long Range Planning* (Vol. 26, Issue 2). John Wiley & Sons. [https://doi.org/10.1016/0024-6301\(93\)90168-f](https://doi.org/10.1016/0024-6301(93)90168-f)
- Djastuti, I. (n.d.). The Effect of Job Characteristics on Organizational Commitment of Managerial Level Employees of Construction Services Companies in Central Java. *Journal of Business and Accounting*, 13(1).
- Ghani Al-Saffar, N. A., & Obeidat, A. M. (2020). The effect of total quality management practices on employee performance: The moderating role of knowledge sharing. *Management Science Letters*, 10(1), 77–90. <https://doi.org/10.5267/j.msl.2019.8.014>
- Griffin, R., & Fleet, D. (2013). *Management skills: Assessment and development*. Cengage Learning.
- Hair, J. F., Ringle, C. M., & Sarstedt, M. (2013). Partial Least Squares Structural Equation Modeling: Rigorous Applications, Better Results and Higher Acceptance. *Long Range Planning*, 46(1–2), 1–12. <https://doi.org/10.1016/j.lrp.2013.01.001>
- Kleijnen, J. C. B. M. (2012). *Internal quality management and organisational values in higher education : conceptions and perceptions of teaching staff*. <https://cris.maastrichtuniversity.nl/en/publications/1997ca15-6ede-40a9-9f3b-8cc38050dd9c>
- Koo, B., Yu, J., Chua, B. L., Lee, S., & Han, H. (2020). Relationships among Emotional and Material Rewards, Job Satisfaction, Burnout, Affective Commitment, Job Performance, and Turnover Intention in the Hotel Industry. *Journal of Quality Assurance in Hospitality and Tourism*, 21(4), 371–401. <https://doi.org/10.1080/1528008X.2019.1663572>
- Luthans, F. (2012). Psychological capital: Implications for HRD, retrospective analysis, and future directions. *Human Resource Development Quarterly*, 23(1), 1–8. <https://doi.org/10.1002/hrdq.21119>
- Mathis, R. L., Jackson, J. H., & Valentine, S. R. (2016). *Human Resource Management: Essential*

- Perspectives Edisi Ketujuh. Boston. In *Cengage Learning*. Cengage Learning.
- Nugroho, D. A. (2013). PENGARUH BUDAYA ORGANISASI DAN GAYA KEPEMIMPINAN TRANSFORMASIONAL TERHADAP KOMITMEN ORGANISASI DAN KINERJA PEGAWAI (Studi Pada Pusat Pengembangan dan Pemberdayaan Pendidik dan Tenaga Kependidikan/Vocational Education Development Center Malang). *Manajemen Bisnis*, 1(2). <https://doi.org/10.22219/jmb.v1i2.1334>
- Olafsen, A. H., Nilsen, E. R., Smedsrud, S., & Kamaric, D. (2020). Sustainable development through commitment to organizational change: the implications of organizational culture and individual readiness for change. *Journal of Workplace Learning*, 33(3), 180–196. <https://doi.org/10.1108/JWL-05-2020-0093>
- Ong, F., Purwanto, A., Supono, J., Hasna, S., Novitasari, D., & Asbari, M. (2020). Does Quality Management System ISO 9001:2015 Influence Company Performance? Answers from Indonesian Tourism Industries. *Test Engineering and Management*, 83, 24808–24817. <http://www.testmagazine.biz/index.php/testmagazine/article/view/12202>
- Paais, M., & Pattiruhu, J. R. (2020). Effect of Motivation, Leadership, and Organizational Culture on Satisfaction and Employee Performance. *Journal of Asian Finance, Economics and Business*, 7(8), 577–588. <https://doi.org/10.13106/JAFEB.2020.VOL7.NO8.577>
- Sarhan, N., Harb, A., Shrafat, F., & Alhusban, M. (2020). The effect of organizational culture on the organizational commitment: Evidence from hotel industry. *Management Science Letters*, 10(1), 183–196. <https://doi.org/10.5267/j.msl.2019.8.004>
- Sinha, A. K., Kumar, R., Sengupta, P. P., & Bandhopadhyay, G. (2017). Impact of Organization's Culture on Employees' Commitment: Evidence From Five Homogeneous Units Under A Group Of Company Operating In Different States In India. *Journal of Business Studies Quarterly*, 8(3), 89–105.
- Siregar, B. A., & Suma, D. (2023). the Influence of Organizational Culture and Emotional Intelligence on Work Involvement Mediated By Employee Interpersonal *Jurnal Ekonomi*, 12(03), 984–993. <https://ejournal.seaninstitute.or.id/index.php/Ekonomi/article/view/2343%0Ahttps://ejournal.seaninstitute.or.id/index.php/Ekonomi/article/download/2343/1872>
- Smith, P. E., Yellowley, W., & Farmer, M. (2013). Organizational behaviour. In *Organizational Behaviour* (10th ed.). McGraw-Hill Irwin. <https://doi.org/10.4324/9780203765326>
- Sugiarto. (2016). 濟無No Title No Title No Title. In *Budaya Mutu dan Penerapan Sistem Manajemen Mutu ISO 9001:2008 di PT. Para Bandung Propertindo* (Vol. 4, Issue 1, pp. 1–23). Prosiding PPI Standardisasi.
- Taurisa. (2012). Analisis pengaruh budaya organisasi dan kepuasan kerja terhadap komitmen organisasional dalam meningkatkan kinerja karyawan ISSN: 1412-3126 p 170 – 187. *Jurnal Bisnis Dan Ekonomi (JBE)*, 19(2), 170–187.
- Taurisa, C. M., & Ratnawati, I. (2012). Analisis Pengaruh Budaya Organisasi dan Kepuasan Kerja terhadap Komitmen Organisasional dalam meningkatkan Kinerja Karyawan. *Jurnal Bisnis Dan Ekonomi (JBE)*, 19(2), 170–187.
- Tika, M. P. (2010). Budaya Organisasi dan Peningkatan Kinerja. In *Perusahaan cetakan ke-3*. Jakarta : PT. Bumi Aksara. PT. Bumi Aksara.
- Usman, R. (2011). Pengaruh Biaya Kualitas terhadap Kinerja Balanced Scorecard Perusahaan Manufaktur Berskala Besar. *Jurnal Ekonomi Bisnis*, 2(017), 85–93.
- Wambui, L. N. (2018). Impact of Organizational Culture on Organizational Commitment. *Strategic Journal of Business & Change Management*, 5(2), 30–39. <https://doi.org/10.61426/sjbcm.v5i2.713>
- Xiaoming, W. (2013). Three Tough Questions of Cultural Studies. *Creativity and Academic Activism*, 1, 88–104. <https://doi.org/10.5790/hongkong/9789888139392.003.0007>