

The Effect of Organizational Culture and Self-Efficacy on Job Performance with Organizational Commitment as a Mediating Variable: A Study on Employees of PD X Jakarta

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Abstract: This study aims to analyze the direct and indirect effects of organizational culture and self-efficacy on job performance, with organizational commitment serving as a mediating variable among employees at PD X Jakarta. A quantitative approach with a cross-sectional design was employed. The population comprised 200 employees, all of whom participated as respondents through a saturated sampling technique. Data were gathered using a structured questionnaire with a five-point Likert scale and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) via SmartPLS 4.0 software. The findings indicate that organizational culture has a positive and significant effect on job performance, with a path coefficient of 0.376, while self-efficacy also has a positive and significant effect on job performance, with a coefficient of 0.355. Furthermore, organizational culture positively and significantly influences organizational commitment ($\beta = 0.585$), and self-efficacy positively and significantly affects organizational commitment ($\beta = 0.405$). Additionally, organizational commitment exerts a positive and significant effect on job performance ($\beta = 0.365$). Indirect effect testing reveals that organizational commitment significantly mediates the relationship between organizational culture and job performance ($\beta = 0.214$), as well as between self-efficacy and job performance ($\beta = 0.148$), both exhibiting complementary partial mediation. The research model demonstrates strong explanatory power for job performance, with an R^2 value of 0.661, and moderate explanatory power for organizational commitment, with an R^2 value of 0.502. These findings emphasize that enhancing employee job performance requires an integrated human resource management strategy that strengthens organizational culture, fosters self-efficacy, and builds organizational commitment. Moreover, the SRMR value of 0.042 indicates an excellent model fit, confirming that the model possesses robust predictive quality in explaining variations in actual employee performance.

Keywords: Organizational Culture; Self-Efficacy; Organizational Commitment; Job Performance; PLS-SEM

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1. Introduction

The textile industry plays a pivotal role in the Indonesian economy by generating employment opportunities, contributing to foreign exchange earnings, and fulfilling domestic demand. However, business competition has intensified significantly, particularly following trade liberalization and the continuous influx of imported products. Consequently, textile firms including PD X Jakarta are compelled to enhance their competitive advantage. As a trading enterprise in the textile sector, PD X Jakarta faces substantial challenges in managing its human resources. Organizational competitiveness relies not only on product quality or marketing strategies, but is also heavily contingent upon consistent, high-quality employee

performance. Preliminary observations at PD X Jakarta reveal several indicators that employee performance remains suboptimal. Fluctuating absenteeism rates, delayed task execution, and a lack of individual initiative highlight underlying issues concerning job performance and organizational commitment [1].

This phenomenon of low job performance in private enterprises across Jakarta aligns with the findings of the Gallup State of the Global Workplace [2] report, which indicates that only approximately 23% of employees worldwide are actively engaged at work, with the remainder exhibiting low levels of involvement and performance. In Indonesia, the situation is even more critical, as employee engagement levels are estimated at a mere 13–15%, falling below the global average [3].

Organizational culture represents a shared system of values, norms, and beliefs that shapes how individuals think, attitude, and behave within an organization [30]. Beyond organizational culture, an essential internal psychological factor influencing job performance is self-efficacy. Self-efficacy is defined as an individual's belief in their capability to organize and execute the courses of action required to achieve designated attainments [4].

In developing the Individual Work Performance Questionnaire (IWPQ), [18] emphasize that individual job performance comprises three primary dimensions: task performance, contextual performance, and counterproductive work behavior. Performance measurement via the IWPQ framework provides a more holistic and comprehensive assessment compared to conventional instruments, as it effectively captures actual behavioral dimensions rather than relying solely on output metrics. In the Indonesian context, the IWPQ instrument was adapted and validated by [36], confirming its reliability and validity for organizational research in Indonesia.

Based on the preliminary survey results, an initial overview of the study's variables organizational culture, self-efficacy, job performance, and organizational commitment was obtained. The pre-survey findings reveal that organizational culture accounts for the highest percentage at 36%, followed by self-efficacy at 25%. For job performance, the pre-survey indicates a proportion of 20%, whereas organizational commitment records the lowest at 19%.

Overall, these preliminary findings suggest significant issues across all four research variables that warrant further empirical investigation. Although organizational culture and self-efficacy fall into relatively favorable categories, levels of job performance and organizational commitment remain suboptimal. This discrepancy indicates a potential gap between existing organizational culture and employee self-efficacy relative to actual job performance and organizational commitment. In line with these preliminary observations, a review of the extant literature also demonstrates empirical inconsistencies regarding the interrelationships among organizational culture, self-efficacy, job performance, and organizational commitment.

Driven by these pre-survey findings and the conflicting results in previous studies, a distinct research gap emerges concerning the underlying mechanism through which organizational culture and self-efficacy influence job performance, particularly through the mediating role of organizational commitment. For instance, [5] demonstrated that organizational culture exerts a positive and significant effect on job performance a finding consistent with [12] as well as [5], who confirmed the positive impact of organizational culture on employee performance. Furthermore, [7] indicated that organizational commitment positively and significantly impacts employee performance. However, a comprehensive literature review reveals noticeable inconsistencies among scholars regarding the relational patterns among these variables.

In addition to these theoretical and empirical gaps, this study offers methodological novelty. The majority of performance studies within medium-scale textile enterprises in Indonesia still rely on conventional evaluation instruments that focus solely on target-based work outputs. This study addresses this limitation by adopting the Individual Work Performance Questionnaire (IWPQ) framework, which has been contextualized and validated for Indonesian organizational settings [36].

Against this background, this research investigates: “The Effect of Organizational Culture and Self-Efficacy on Job Performance with Organizational Commitment as a Mediating Variable: A Study on Employees of PD X Jakarta.”

2. Preliminaries or Related Work or Literature Review

2.1. Grand Theory

The grand theory underpinning this study is the Social Cognitive Theory, formulated by [4]. This theory posits that individual behavior is the product of a dynamic, reciprocal interaction among personal factors, environmental influences, and human behavior itself a phenomenon conceptualized as triadic reciprocal causation or reciprocal determinism. A central construct within Social Cognitive Theory is self-efficacy, defined as an individual's belief in their capability to organize and execute the courses of action required to produce given attainments [4].

The relevance of Social Cognitive Theory to this study lies in its framework for explaining how self-efficacy (as an internal personal factor) interacts with organizational culture (as an external environmental factor). Together, these variables foster organizational commitment, which ultimately drives the job performance of employees at PD X Jakarta.

2.2. Middle Theory

The middle-range theory applied in this research is the Integrative Model of Organizational Behavior proposed by [10]. This model elucidates how individual job performance is influenced by environmental stimuli (organizational culture) and individual psychological capacity (self-efficacy), both directly and indirectly through the mediating mechanism of organizational commitment.

[10] emphasize that employee performance in the workplace is not merely evaluated by final work outcomes (outputs), but rather by the entire spectrum of job-related behaviors that contribute either positively or negatively to the achievement of organizational goals. This behavioral perspective aligns closely with the Individual Work Performance Questionnaire (IWPQ) framework developed by [18] and subsequently adapted by [36].

2.3. Job Performance

Job performance represents one of the pivotal constructs in human resource management and organizational behavior literature. [29] define job performance as the overall set of employee behaviors expected by an organization. Conceptually, job performance can be synthesized as the totality of observable, evaluable, and controllable work behaviors executed by an individual that contribute (positively or negatively) to organizational goal attainment. High job performance is a primary determinant of enhanced productivity, competitive advantage, and organizational reputation, whereas low performance poses operational bottlenecks and managerial challenges.

To capture this multidimensional nature, [18] developed the Individual Work Performance Questionnaire (IWPQ), a standardized instrument designed to provide a holistic yet concise assessment of employee performance at the individual level. Grounded in [18], this study operationalizes job performance through three primary dimensions: Task Performance, Contextual Performance, and Counterproductive Work Behavior (CWB). The IWPQ instrument has been widely adopted in recent organizational studies, including those by [7], [15], and [36].

2.4. Organizational Culture

Organizational culture is defined as a system of shared meaning held by members that distinguishes the organization from other entities [29]. It serves as the foundational personality of an institution, comprising internalized values, norms, and assumptions that regulate internal social behavior while driving collective commitment in interacting with external stakeholders to achieve organizational effectiveness.

Literature frequently adopts the seven primary dimensions of organizational culture, namely: (1) Innovation and Risk-Taking, (2) Attention to Detail, (3) Outcome Orientation, (4) People Orientation, (5) Team Orientation, (6) Aggressiveness, and (7) Stability [29]. Alternatively,

[12] propose a widely referenced framework encompassing four core cultural traits: Involvement, Consistency, Adaptability, and Mission.

2.5. Self Efficacy

The construct of self-efficacy was pioneered by Albert Bandura within the framework of Social Cognitive Theory. [4] defines self-efficacy as an individual's confidence in their ability to organize and execute necessary actions to achieve desired outcomes. As a core component of Psychological Capital (PsyCap), self-efficacy serves as a cognitive driver, a source of motivation, and a psychological resource enabling individuals to persist through challenging tasks.

Following Bandura's foundational conceptualization, this study measures self-efficacy through three core dimensions: Level (Magnitude), Strength, and Generality, as these dimensions offer a robust theoretical and empirical foundation for capturing an individual's task-specific self-efficacy beliefs.

2.6. Organizational Commitment

Organizational commitment is one of the most widely researched constructs in organizational behavior. [25] define organizational commitment as a psychological state that characterizes an employee's relationship with the organization, which has direct implications for their decision to maintain or discontinue organizational membership. It reflects an employee's willingness to prioritize organizational interests over personal ones and determines their intention to stay with the enterprise.

The Three-Component Model of Organizational Commitment developed by [25] remains the dominant theoretical framework in commitment literature. Accordingly, this research utilizes its three constituent dimensions: Affective Commitment, Continuance Commitment, and Normative Commitment.

2.7. Hypothesis

2.7.1. The Effect of Organizational Culture on Job Performance among Employees of PD X Jakarta

A strong and positive organizational culture at PD X Jakarta is posited to exert a direct, positive, and significant effect on employee job performance. When core values, norms, and workplace practices are deeply internalized by employees, individuals tend to operate with clearer direction, higher productivity, and consistent alignment with organizational objectives. Specifically, dimensions such as outcome orientation, attention to detail, and team orientation act as primary drivers in enhancing both task performance and contextual performance.

This premise aligns with empirical findings by [11], who demonstrated that a cohesive organizational culture positively and significantly influences overall employee performance. Similarly, [35] established that organizational culture serves as one of the strongest predictors of job performance across diverse organizational settings.

H1 : Organizational culture has a positive and significant effect on job performance among employees of PD X Jakarta.

2.7.2. The Effect of Self-Efficacy on Job Performance among Employees of PD X Jakarta

Self-efficacy defined as an employee's belief in their capability to execute job tasks exerts a direct, positive, and significant impact on job performance. Employees possessing higher self-efficacy tend to set more ambitious goals, demonstrate greater resilience when encountering operational bottlenecks, and adapt more effectively to organizational changes. Within PD X Jakarta, these psychological attributes translate into superior task execution and adaptive performance.

An empirical investigation by [26] within the Indonesian banking sector confirmed that self-efficacy acts as a robust predictor of employee job performance. In a similar vein, [13] revealed that self-efficacy correlates positively and significantly with multiple dimensions of individual performance, spanning from core task performance to contextual behaviors.

H2: Self-efficacy has a positive and significant effect on job performance among employees of PD X Jakarta.

2.7.3. The Effect of Organizational Culture on Organizational Commitment among Employees of PD X Jakarta

Organizational culture significantly and positively shapes employee organizational commitment. When employees perceive a strong alignment between institutional values and their personal value systems, a sense of psychological ownership and emotional attachment emerges, fostering strong affective commitment. Furthermore, a culture that actively recognizes employee contributions and emphasizes a people-oriented philosophy serves as a critical antecedent to sustainable commitment.

[38], in their study on Indonesian manufacturing firms, confirmed that organizational culture positively and significantly drives organizational commitment. Likewise, [11] established that a strong and cohesive culture represents an essential prerequisite for cultivating high organizational commitment among personnel.

H3: Organizational culture has a positive and significant effect on organizational commitment among employees of PD X Jakarta.

2.7.4. The Effect of Self-Efficacy on Organizational Commitment among Employees of PD X Jakarta

Employees who possess high self-efficacy are generally more engaged with their responsibilities and exhibit greater commitment to their organization. High self-efficacy provides the psychological resilience necessary to cope with workplace demands, thereby reducing turnover intentions. Consequently, self-efficacy functions as a critical determinant in cultivating both affective and normative commitment among employees of PD X Jakarta.

This assertion is grounded in Social Cognitive Theory [4], which posits that self-efficacious individuals exhibit stronger psychological fortitude when confronting operational strain and workplace adversity. Supporting this view, [5] demonstrated that high self-efficacy positively correlates with work engagement, which in turn acts as a potent predictor of organizational commitment.

H4: Self-efficacy has a positive and significant effect on organizational commitment among employees of PD X Jakarta.

2.7.5. The Effect of Organizational Commitment on Job Performance among Employees of PD X Jakarta

Organizational commitment exerts a direct, positive, and significant effect on employee job performance. Highly committed employees particularly those possessing strong affective commitment voluntarily dedicate discretionary effort to their roles without requiring rigid external supervision. This yields more consistent task performance, elevated prosocial behavior, and enhanced adaptability, all of which constitute core dimensions of individual work performance.

[32] asserted that organizational commitment drives performance through multiple behavioral mechanisms: committed employees invest extra time and effort to deliver high-quality work, proactively resolve operational problems, and collaborate seamlessly with team members. Concurrently, [33] highlighted that affective commitment displays the strongest empirical correlation with task and contextual performance.

H5: Organizational commitment has a positive and significant effect on job performance among employees of PD X Jakarta.

2.7.6. The Mediating Role of Organizational Commitment in the Relationship Between Organizational Culture and Job Performance

Organizational commitment theoretically mediates the relationship between organizational culture and job performance. Rather than impacting performance purely through a direct path, organizational culture first strengthens employee psychological attachment, which subsequently manifests in superior job performance. Without the mediating bridge of

organizational commitment, the influence of organizational culture on performance remains partial and less sustainable.

In the context of Indonesian enterprises, [38] provided empirical evidence that organizational commitment significantly mediates the effect of organizational culture on employee performance. In the absence of robust employee commitment, the standalone impact of organizational culture on actual work performance tends to be suboptimal.

H6: Organizational commitment significantly mediates the effect of organizational culture on job performance among employees of PD X Jakarta.

2.7.7. The Mediating Role of Organizational Commitment in the Relationship Between Self-Efficacy and Job Performance

Organizational commitment serves as a critical mediator in the path connecting self-efficacy to individual job performance. Self-efficacious employees who are simultaneously committed to the organization are far more likely to direct their personal capabilities toward achieving institutional goals, rather than pursuing personal outcomes or seeking external employment opportunities. This combination of elevated self-efficacy and strong organizational commitment yields optimal job performance.

[13] emphasized that high self-efficacy does not automatically guarantee high job performance unless accompanied by solid organizational and job commitment. Highly efficacious employees with low organizational commitment may leverage their capabilities for personal gain or migrate to alternative firms offering superior benefits. Furthermore, [17] concluded that effective managerial interventions must integrate the concurrent development of employee self-efficacy with strategies that reinforce organizational commitment.

H7: Organizational commitment significantly mediates the effect of self-efficacy on job performance among employees of PD X Jakarta.

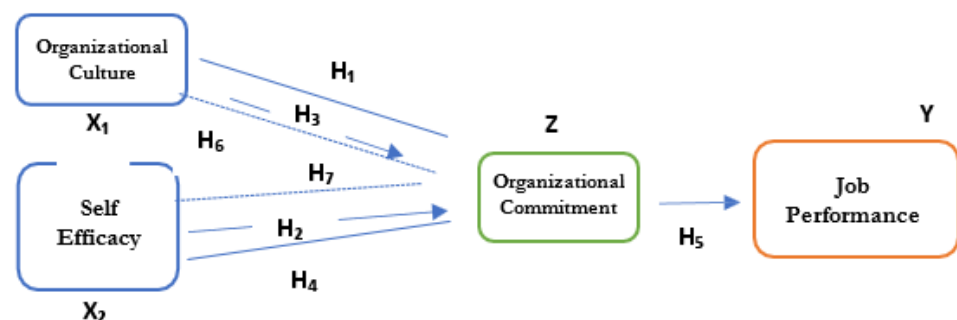


Figure 1. Conceptual Framework

3. Proposed Method

This study incorporates three primary categories of variables: independent variables comprising organizational culture and self-efficacy, a dependent variable represented by job performance, and a mediating variable consisting of organizational commitment. A quantitative approach with an explanatory research design and a cross-sectional study model was employed, utilizing primary data collected via structured questionnaires with a 5-point Likert scale.

From a total population of 200 employees across PD X Jakarta (Sunter and Tanah Abang branches), all 200 employees were selected as research participants through a census/saturation sampling technique (total sampling). Data analysis and hypothesis testing were executed using Partial Least Squares Structural Equation Modeling (PLS-SEM) facilitated by SmartPLS 4.0 software, encompassing both measurement model evaluation (outer model) and structural model evaluation (inner model).

4. Results and Discussion

4.1. Descriptive Analysis of Research Variables

All indicators of organizational culture fell into the high/favorable category, with mean values ranging from 3.470 to 3.955. The indicator attention to detail recorded the highest mean score (3.955), followed by innovation and risk-taking (3.875) and stability (3.810). These figures demonstrate that meticulousness, innovation, and operational consistency represent the most prominent cultural dimensions among employees of PD X Jakarta.

Meanwhile, indicators of self-efficacy ranged from moderate to high, with mean scores spanning between 3.190 and 3.570. The highest scores were attained by *confidence in work outcomes* (3.570), *persistence in task execution* (3.525), and *confidence in task completion* (3.515), reflecting a strong baseline optimism among employees regarding their capabilities and output quality.

Conversely, organizational commitment recorded the lowest mean scores (2.935 to 3.450), remaining within the moderate category. This empirical result corroborates the preliminary survey findings, confirming that commitment requires the most immediate managerial intervention. Emotional attachment reflected in *pride in the company* registered the highest score within this variable (3.450), whereas *perceived loss upon leaving the organization* recorded the lowest mean score (2.935).

Lastly, job performance spanned moderate to high categories, with mean values ranging from 3.125 to 3.590. Indicators of *contextual performance* dominated the top scores, notably *attendance discipline* (3.590) and *procedural compliance* (3.540). This indicates that adherence to rules and procedural discipline represent the strongest dimensions of employee performance within the firm.

4.2. Measurement Model Evaluation (Outer Model)

Evaluation of the measurement model (outer model) was conducted to ensure that every indicator utilized exhibits adequate reliability and construct validity in capturing its respective latent variable, following the established guidelines by [16].

4.2.1. Construct Reliability and Validity

Table 1. Construct Reliability and Validity Test Results

Variable	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	AVE
OCU	0,964	0,965	0,968	0,681
SE	0,963	0,965	0,967	0,712
OCOM	0,973	0,973	0,975	0,696
JP	0,963	0,963	0,967	0,710

Source: Primary data processed via SmartPLS 4 (2026)

Based on Table 1, all research variables exhibit remarkably high Cronbach's Alpha values, ranging from 0.963 to 0.973. The Cronbach's Alpha for Organizational Commitment (OCOM) recorded the highest value at 0.973, followed by Organizational Culture (OCU) at 0.964, Self-Efficacy (SE) at 0.963, and Job Performance (JP) at 0.963. All of these values substantially exceed the recommended minimum threshold of 0.70 established by [16]. This confirms that every variable fulfills the required benchmark, thereby validating the internal consistency and measurement reliability of the model.

4.2.2. Heterotrait-Monotrait Ratio of Correlations (HTMT) Test

Table 2. Heterotrait-Monotrait Ratio (HTMT) Test Results

	OCU	JP	OCOM	SE
OCU	-	-	-	-
JP	0,604	-	-	-

OCOM	0,595	0,747	-	-
SE	0,056	0,512	0,407	-

Source: Primary data processed via SmartPLS 4 (2026)

Based on Table 2, all HTMT values between distinct pairs of constructs remain well below the conservative threshold of 0.90 established by [16]. Even when applying the more stringent criterion ($HTMT < 0.85$), all HTMT values in this study comfortably satisfy the requirement. The highest HTMT value was observed between Organizational Commitment (OCOM) and Job Performance (JP) at 0.747, which is still substantially below the 0.85 threshold. Meanwhile, the lowest HTMT value was recorded between Organizational Culture (OCU) and Self-Efficacy (SE) at 0.056. These results confirm that the measurement model successfully fulfills all necessary discriminant validity requirements.

4.3. Structural Model Evaluation (Inner Model)

The evaluation of the structural model (inner model) aims to assess the predictive capability of the model, the statistical significance of relationships among constructs, and the overall predictive relevance of the proposed research framework.

4.3.1. R-Square and Q-Square Tests

Once the structural model satisfies all required outer model criteria, the next imperative step involves evaluating the structural model (inner model) through the R^2 score. The R^2 test is conducted to determine the extent to which exogenous variables account for the variance observed in endogenous variables within the conceptual framework. Conversely, Q^2 (Predictive Relevance) is utilized to evaluate the out-of-sample predictive power of the research model regarding the observed indicators. The Q^2 values are derived via the blindfolding procedure in SmartPLS, following the guidelines established by [16].

Table 3. R-Square and Q-Square Test Results

Variable	R-Square	R-Square Adjusted	$Q^2_{predict}$	RMSE	MAE
JP	0,661	0,656	0,586	0,650	0,528
OCOM	0,502	0,496	0,490	0,721	0,590

Source: Primary data processed via SmartPLS 4 (2026)

The R-Square (R^2) test indicates that Organizational Culture, Self-Efficacy, and Organizational Commitment collectively explain 66.1% of the variance in Job Performance ($R^2 = 0.661$), which falls into the strong category. Meanwhile, 50.2% of the variance in Organizational Commitment can be explained by Organizational Culture and Self-Efficacy ($R^2 = 0.502$), which is categorized as moderate.

Predictive relevance testing using Q-Square (Q^2) yields values of 0.586 for Job Performance and 0.490 for Organizational Commitment. Because both Q^2 values are substantially greater than 0, the research model demonstrates strong and sufficient predictive relevance for both endogenous variables.

4.3.2. F-Square Test (Effect Size)

Effect Size (f^2) is utilized to measure the magnitude of contribution or influence of an exogenous variable on an endogenous variable within the research model. According to [16], an f^2 value of 0.02 indicates a small effect, 0.15 represents a medium effect, and 0.35 denotes a large effect.

Table 4. F-Square (f^2) Test Results

Path	F-Square	Category
OCU $\rightarrow$ JP	0,247	Medium Effect
OCU $\rightarrow$ OCOM	0,686	Large Effect

OCOM → JP	0,196	Medium Effect
SE → JP	0,280	Medium Effect
SE → OCOM	0,328	Medium Effect

Source: Primary data processed via SmartPLS 4 (2026)

Overall, the effect size (f^2) test results demonstrate that all structural pathways in this research model exert a meaningful effect, with no path exhibiting a small effect size ($f^2 < 0.02$). The pathway with the largest effect size is OCU → OCOM (0.686), positioning the relationship between Organizational Culture and Organizational Commitment as the most dominant structural path across the entire research framework.

4.4. Hypothesis Testing

4.4.1. Direct Effect

Hypothesis testing was conducted using the bootstrapping procedure with 5,000 subsamples. The statistical results indicate that all direct effect hypotheses (H1 to H5) are significantly supported, with T-Statistic values exceeding 1.96 and P-Values of 0.000. The influence of Organizational Culture on Organizational Commitment (H3, $\beta = 0.585$) emerged as the strongest pathway within this research model. Meanwhile, the direct effect of Organizational Culture on Job Performance (H1, $\beta = 0.376$) was slightly higher than the effect of Self-Efficacy on Job Performance (H2, $\beta = 0.355$), indicating that work environment factors play a slightly more dominant role than individual personal factors at PD X Jakarta. Furthermore, Self-Efficacy demonstrated a positive effect on Organizational Commitment (H4, $\beta = 0.405$), and Organizational Commitment likewise showed a positive effect on Job Performance (H5, $\beta = 0.365$).

4.4.2. Indirect Effect

The indirect effect testing confirms that Organizational Commitment significantly mediates the influence of Organizational Culture on Job Performance (H6, $\beta = 0.214$) as well as the influence of Self-Efficacy on Job Performance (H7, $\beta = 0.148$), both with P-Values of 0.000. Given that both the direct and indirect effects along both structural paths are statistically significant, the mediation mechanism is categorized as partial mediation. Theoretically and practically, these findings demonstrate that Organizational Culture and Self-Efficacy enhance employee Job Performance through two concurrent mechanisms: directly through daily work behaviors, and indirectly through the development of emotional attachment and employee loyalty at PD X Jakarta.

4.5. Discussion

4.5.1. The Effect of Organizational Culture on Job Performance

The results of the first hypothesis testing (H1) indicate that Organizational Culture has a positive and significant effect on employee Job Performance at PD X Jakarta, with a path coefficient of 0.376, T-Statistic = 7.539, and P-Value = 0.000. This finding demonstrates that the stronger and more positive the organizational culture perceived by employees, the higher their daily performance output. In the context of PD X Jakarta, culture perceived within the high/favorable category serves as an environmental stimulus that directly enhances both task performance and contextual performance.

This finding aligns with prior empirical research by [11] and [35], who identified organizational culture as a primary predictor of employee performance enhancement. Furthermore, these results reinforce the findings of [31], who demonstrated that an organizational culture emphasizing innovation, attention to detail, and outcome orientation consistently correlates positively with individual performance achievements.

4.5.2. The Effect of Self-Efficacy on Job Performance

The second hypothesis testing (H2) confirms that Self-Efficacy exerts a positive and significant effect on employee Job Performance at PD X Jakarta, with a path coefficient of 0.355, T-Statistic = 7.342, and P-Value = 0.000. This finding indicates that higher employee

confidence in their capabilities to complete tasks and adapt to new challenges translates into more optimal performance outcomes. Given that employee self-efficacy scores remain in the moderate-to-high range, developing adaptive capacity further represents an actionable path to maximize performance.

This result is consistent with research by [26] as well as [13], which identified self-efficacy as a robust predictor of employee performance across multiple dimensions. These findings also align closely with the meta-analysis by [33], which confirmed a strong positive correlation between self-efficacy and individual performance across diverse industry sectors.

4.5.3. The Effect of Organizational Culture on Organizational Commitment

The third hypothesis testing (H3) demonstrates that Organizational Culture has a positive and significant effect on Organizational Commitment among PD X Jakarta employees, with a path coefficient of 0.585, T-Statistic = 13.236, and P-Value = 0.000. This result confirms that organizational culture represents the strongest antecedent driving emotional attachment and organizational involvement among all variables analyzed. A collaborative, team-oriented work culture that prioritizes employee well-being fosters a strong sense of belonging.

This finding is in line with empirical studies by [38] and [11], which showed that a positive organizational culture significantly strengthens organizational commitment. Additionally, these results support the framework by [8], who concluded that organizations with well-defined, robust cultures consistently achieve substantially higher levels of employee commitment.

4.5.4. The Effect of Self-Efficacy on Organizational Commitment

The fourth hypothesis testing (H4) reveals that Self-Efficacy exerts a positive and significant effect on Organizational Commitment among employees of PD X Jakarta, with a path coefficient of 0.405, T-Statistic = 8.130, and P-Value = 0.000. This finding indicates that employees with high self-efficacy perceive higher personal agency and meaningful contributions toward the organization. Feelings of task competence nurture psychological ownership and reinforce employee loyalty.

This result aligns with research by [5], who proved that self-efficacy correlates positively with work engagement and organizational involvement. The outcome also supports the commitment theory framework elaborated by [24], which posits that confidence in personal competence elevates feelings of self-worth, subsequently enhancing affective, normative, and overall organizational commitment.

4.5.5. The Effect of Organizational Commitment on Job Performance

The fifth hypothesis testing (H5) shows that Organizational Commitment has a positive and significant effect on employee Job Performance at PD X Jakarta, with a path coefficient of 0.365, T-Statistic = 6.658, and P-Value = 0.000. This finding indicates that high loyalty and emotional attachment act as intrinsic motivators driving voluntary discretionary effort. Committed employees systematically display superior attendance discipline and procedural compliance (contextual performance) in their daily routines.

This finding is consistent with [32], who demonstrated that organizational commitment directly improves employee job performance through extra-role engagement. The result also aligns with findings by [6], who emphasized that affective commitment correlates directly with discretionary workplace behaviors and contextual performance.

4.5.6. The Mediating Role of Organizational Commitment in the Relationship Between Organizational Culture and Job Performance

The sixth hypothesis testing (H6) proves that Organizational Commitment significantly mediates the effect of Organizational Culture on employee Job Performance at PD X Jakarta, with an indirect effect coefficient of 0.214, T-Statistic = 5.646, and P-Value = 0.000. This outcome indicates partial mediation, wherein organizational culture enhances employee performance both directly and indirectly through the development of emotional commitment.

This finding corroborates research by [11] and [38], which confirmed that organizational commitment functions as a significant mediating variable between organizational culture and performance. These results demonstrate that internalizing constructive cultural values yields optimal, sustainable performance when accompanied by strong organizational commitment.

4.5.7. The Mediating Role of Organizational Commitment in the Relationship Between Self-Efficacy and Job Performance

The seventh hypothesis testing (H7) demonstrates that Organizational Commitment significantly mediates the influence of Self-Efficacy on employee Job Performance at PD X Jakarta, with an indirect effect coefficient of 0.148, T-Statistic = 5.131, and P-Value = 0.000. This outcome confirms partial mediation, signifying that employee self-efficacy influences actual work performance not only directly through task execution, but also indirectly through psychological commitment to the firm.

This finding matches empirical results by [17], who demonstrated that organizational commitment mediates the relationship between self-efficacy and job performance. These results also support the argument by [13] that high personal self-efficacy requires organizational commitment as an activating channel to fully translate individual capacity into enhanced organizational performance.

5. Conclusions

Based on the SEM-PLS analysis conducted on 200 employees of PD X Jakarta, all research hypotheses (H1–H7) are significantly supported. Organizational Culture and Self-Efficacy were proven to have positive and significant effects on both Job Performance and Organizational Commitment. Between these two predictors, Organizational Culture serves as the primary and strongest factor in driving organizational commitment, whereas employee self-efficacy acts as a key driver in optimizing daily job performance and employee loyalty to the firm.

Overall, this research model successfully demonstrates that Organizational Culture and Self-Efficacy function as two complementary core predictors shaping employee Job Performance at PD X Jakarta, operating through both direct pathways and indirect pathways mediated by Organizational Commitment. The developed SEM-PLS model achieves a strong R^2 value for Job Performance (0.661) and a moderate value for Organizational Commitment (0.502), accompanied by an SRMR value of 0.042, indicating exceptional model fit. The utilization of the Individual Work Performance Questionnaire (IWPQ) instrument adapted by [36] proved to provide a holistic and comprehensive measurement of performance capable of capturing real employee behaviors within the textile industry context of PD X Jakarta.

6. Recommendations

To enrich the empirical findings of this study, future research is encouraged to adopt a longitudinal design to accurately capture the dynamic shifts among variables over time and establish stronger causal inference. Additionally, incorporating supervisor ratings or objective organizational performance metrics is recommended to mitigate the risk of common method bias. Expanding the sample size across multiple companies or industries would also enhance the generalizability of the findings. Furthermore, future studies should consider integrating additional independent or moderating variables such as leadership styles and compensation schemes to improve the overall explanatory power (R^2) of the model. Finally, adopting a mixed-methods approach through in-depth qualitative interviews is suggested to uncover the nuanced context underlying these inter-variable relationships, thereby offering broader theoretical and practical contributions to human resource management.

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