

# EXAMINING ORGANIZATIONAL COMMITMENT AND WORKPLACE CULTURE ON SELF-REPORTED PERFORMANCE

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**ABSTRACT :** This study aims to examine the relationship between organizational commitment, workplace culture, and employees' self-reported performance in pharmaceutical distributor companies facing strict drug price control policies in Indonesia. Regulatory pressures in this sector demand high operational efficiency while simultaneously challenging employee motivation and performance, making internal organizational factors increasingly critical. A quantitative approach was employed using survey data collected from 100 marketing employees of pharmaceutical distributor companies in West Java, selected through purposive sampling with a minimum of two years of work experience. Data were analyzed using PLS-SEM. The results indicate that organizational commitment has a strong and significant positive effect on workplace culture ( $\beta = 0.598$ ,  $p < 0.001$ ). Workplace culture also positively and significantly influences self-reported performance ( $\beta = 0.351$ ,  $p < 0.01$ ). However, the mediating effect of workplace culture on the relationship between organizational commitment and self-reported performance is negative yet significant ( $\beta = -0.139$ ,  $p < 0.05$ ), suggesting that an overly rigid or demanding workplace culture combined with high organizational commitment may unintentionally reduce employees' perceived performance. The model explains 35.9% of the variance in workplace culture and 60.5% of the variance in self-reported performance. These findings highlight the importance of balancing strong organizational commitment with a flexible and supportive workplace culture. Practically, management should avoid excessive cultural rigidity and instead foster adaptive work environments that sustain employee motivation and performance under regulatory uncertainty.

**Keywords:** Organizational Commitment; Workplace Culture; Self-Reported Performance

**Code JEL :** M12, M14, M54, J24

## INTRODUCTION

Drug distributor companies in Indonesia face major challenges in adjusting their operations to government policies aimed at maintaining the affordability of drug prices [1]. Policies such as the setting of the Highest Retail Price (HET), the Generic Drugs with Logo (OGB) program, E-Catalog, and the National Health Insurance (JKN) demand high efficiency without lowering the quality of services. However, this policy also has negative consequences such as a decrease in profit margins, increased competition intensity, and efficiency pressures that can threaten business

sustainability. This condition ultimately affects employees' perception and assessment of their self-reported performance, especially in terms of their ability to remain productive, adaptive, and achieve work targets in the midst of limited resources. Therefore, Pharmaceutical Wholesalers (PBF) need to adapt to these policies through product diversification strategies, digitalization, and strategic partnerships to remain competitive and improve performance [2].

In the context of management accounting, organizational commitment plays an important role in decision-making and the operational efficiency of the company. High commitment encourages employees to work harder and be more responsible, which in turn improves self-reported performance. Workplace culture can act as a mediator that strengthens the relationship between commitment and performance, by encouraging transparency, good communication, and collaboration. A positive culture facilitates more accurate and objective performance reporting, which is important in performance measurement and evaluation. In this case, a supportive culture can lead to better performance, providing more precise data for the company's strategic decision-making in resource management and financial planning. Based on this, workplace culture is important because it acts as a mediator between organizational commitment and employee performance [3]. Strong organizational commitment, coupled with a work culture that supports high performance, has been shown to increase productivity and work outcomes reported by individuals [4].

While previous research provides important insights, there are unexplored gaps related to specific industries or crisis situations. In this study, the influence of organizational commitment and workplace culture on self-reported performance needs to be studied more deeply in industries that are facing major changes or crises, such as the pharmaceutical sector that is experiencing strict regulations in controlling drug prices. With regulations changing working conditions, it is not yet fully understood how organizational commitment and workplace culture can affect self-reported performance under stressful conditions. This study aims to address these gaps by examining the role of organizational commitment, workplace culture, and its influence on reported performance in crisis situations in the pharmaceutical industry, so that it is expected to provide a new understanding of changes in the midst of significant regulatory changes.

This study contributes theoretically by enriching the understanding of organizational commitment and workplace culture in shaping employee self-reported performance, particularly within crisis contexts in the pharmaceutical industry. By examining organizational responses to sudden regulatory changes, this research extends organizational behavior and motivation theories by highlighting how strong commitment and adaptive, supportive workplace cultures enhance employee motivation, job satisfaction, and performance. Practically, the findings provide guidance for management in strengthening organizational commitment through employee-centered policies and fostering a flexible, collaborative workplace culture that supports employees in navigating uncertainty, thereby sustaining performance during periods of change.

## 1. THE LITERATURE REVIEW

Organizational Behavior Theory explains how the behavior of individuals and groups in an organization is influenced by various factors, both internal and external. Internal factors such as an individual's personality, personal values, motivations, and perceptions can affect the way they work and interact with others within the organization. Meanwhile, external factors such as organizational culture, organizational structure, and group dynamics also shape how organizations function and how employees respond to their surroundings. Individual behavior in an organization is greatly influenced by the various social and psychological conditions that exist around it [4]. They explain theories related to motivation, leadership, communication, and change in organizations, as well as how these contribute to organizational effectiveness. This theory provides a solid basis for understanding how the factors that influence human behavior in an organization can be managed to achieve better organizational goals.

Organizational commitment is an individual's psychological attachment to the organization that encourages them to contribute to the organization's goals [5]. This commitment is often divided into three dimensions, affective, sustainability, and normative commitments. Affective commitments are related to emotional bonds, sustainability commitments are related to the perceived costs of leaving the organization, and normative commitments are based on a sense of obligation to stay. Research shows that strong organizational commitment is associated with increased employee retention, motivation, and job satisfaction [6], [7]. Employees with high organizational commitment tend to put more effort into their roles, which in turn creates a more productive work environment and improves individual performance [8].

Workplace culture encompasses the shared values, beliefs, and practices that shape organizational identity and employee behavior [9]. A positive workplace culture is characterized by open communication, mutual respect, and support for innovation, which collectively improve job satisfaction [10]. A culture that emphasizes teamwork and collaboration encourages a supportive atmosphere, where employees feel engaged and motivated. Conversely, a culture that is too hierarchical or restrictive can reduce job satisfaction, leading to decreased morale and productivity [11]. Studies show that a strong alignment between organizational values and employees' personal values strengthens their commitment to the organization and increases job satisfaction [12].

Self-reported performance refers to an employee's assessment of their own effectiveness and productivity. It is a subjective measure, but it often correlates with organizational outcomes, especially when employees have a high organizational commitment and work in a supportive workplace culture [13]. Employees who feel attached and satisfied with their work environment tend to rate their performance more positively. The relationship between organizational commitment, workplace culture, and self-reported performance is often mediated by job satisfaction, as satisfied employees are more likely to be active in their duties [6], [12]

Organizational commitment refers to the extent to which employees feel attached and dedicated to the organization's goals, values, and mission. Employees who have a high level of commitment tend to be more involved and make positive contributions to the organization [14]. Organizational commitment and job satisfaction have a close relationship and influence each other. Employees who have a high commitment tend to feel more responsible for the company's tasks and goals, and are more motivated to make a positive contribution. This can reduce negative behaviors, such as absenteeism and resignation, while increasing productivity [15]. Meanwhile, workplace culture can be understood as attitudes and behaviors that are influenced by values in an organization, such as discipline, commitment, and attitude towards applicable rules, both written and unwritten [16]. In addition, workplace culture also involves habits or ways of working that are the foundation for achieving organizational goals, which include principles that support teamwork, effective communication, and hard work to increase productivity [17]. A good workplace culture can create a conducive environment, which in turn increases employee morale and satisfaction at work. Therefore, companies should focus on developing these two aspects to create a productive and harmonious work environment. Employees who have a high level of commitment to the organization are more likely to contribute to the maximum [18]. Employee commitment not only creates a harmonious work environment, but also encourages employees to be actively involved in the development of an organizational culture that supports mutual success.

According to Schein (2010), organizational culture includes the values, beliefs, and practices that shape the identity and behavior of the organization's members. A healthy work culture creates an environment that supports collaboration between individuals, encourages innovation, and improves operational efficiency. This is very important in influencing individual performance, because employees who feel supported in a positive culture will be more motivated to give their best, increase productivity, and improve their performance which is reflected in self-reported performance.

Based on this theory, workplace culture encompasses the ways in which it is applied in the organization, including values, leadership, beliefs, and the overall work atmosphere [19]. Organizations must focus not only on the results or completion of work, but also on stability and creating a workplace culture that supports business goals as well as the development of employee competencies [20]. This view is also supported by Nzuva & Kimanzi (2022) who reveal that workplace culture has a major influence on how employees interact and carry out their tasks. A positive workplace culture is also closely related to higher levels of employee productivity and performance [22]. This is also supported by the statement that if performance appraisals do not take into account workplace culture, then the expected results will be difficult to achieve [23]. Assessments that involve workplace culture will be more effective because they create an atmosphere that supports performance improvement.

A negative, stressful, or non-transparent work environment can reduce the effectiveness of performance appraisals. When the workplace culture is healthy, employee productivity and well-being will increase [24]. The importance of workplace culture is clearly connected to self-reported

performance. When employees feel safe, valued, and connected to a supportive workplace culture, they are more likely to report their performance accurately and positively. In a positive and supportive environment, employees feel motivated to demonstrate their best performance, which in turn improves the quality of the performance appraisal data they report. Conversely, in an unsupportive workplace culture, where ambiguity or tension affects interactions between employees, employees may feel compelled to give lower or even dishonest self-assessments, which can reduce the overall effectiveness of those performance assessments. So, a healthy workplace culture plays a crucial role in ensuring that employees can report on their performance in a way that reflects their true contributions.

The Organizational Commitment Theory states that workplace culture acts as a mediator between organizational commitment and reported performance, by reinforcing employee affective commitment. A culture that supports collaboration and rewards can increase employee engagement to report positive performance. Schein (2010) added that organizational culture, which consists of values and norms, shapes employee behavior, so a supportive culture will increase commitment and performance. Based on this theory, the role of workplace culture in mediating the relationship between organizational commitment and employee performance is highly relevant in human resource management. A positive workplace culture can serve as a factor that reinforces employees' commitment to the organization, which in turn can improve their performance. Employees who have a high commitment to the organization tend to perform better, and a supportive workplace culture can increase their motivation as well as productivity.

Previous researchers have shown that workplace culture and organizational commitment have a significant positive influence on employee performance, with workplace culture serving as a mediating variable [25]. In addition, [26] also support this hypothesis by showing that an inclusive and collaborative workplace culture increases organizational commitment, which ultimately has a positive impact on individual performance. Syanan & Magdalena (2023) added that an adaptive workplace culture can improve employees' responses to change, strengthen their commitment, and contribute to improved overall performance. This shows that companies that create a good workplace culture not only increase employee commitment, but also more optimal performance outcomes.

Strong organizational commitment affects the extent to which employees adapt to the culture that exists within the organization. Employees who feel emotionally attached to the organization will be more motivated to maintain good relationships with colleagues, participate in various organizational initiatives, and contribute more to achieving common goals. Supportive workplace cultures, such as those that promote collaboration, creativity, and efficiency, can strengthen these relationships, as highly committed employees are more likely to understand and adhere to applicable cultural norms. This in turn can improve self-reported performance, as they feel more engaged and motivated to achieve better results. Work culture also serves as a mediator that strengthens or weakens the relationship between organizational commitment and performance. Without a supportive culture, organizational commitment may not translate well into high

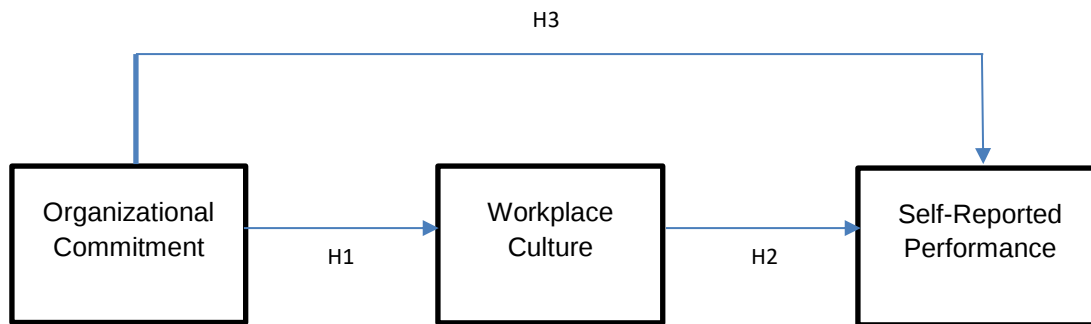
performance, as employees don't feel valued or inspired to give their best in an unsupportive work environment. Based on the explanation above, the following hypotheses can be formulated:

H1: Organizational Commitment Has a Positive Effect on Workplace Culture

H2: Workplace Culture Positively Affects Self-Reported Performance

H3: Workplace culture mediates the relationship between the Organization's Commitment to Self-reported Performance

The research model of hypothesis development is presented in Figure 1.



**Figure 1.** Research Model

## 2. METHODS

This study applies a quantitative approach using primary data collected from marketing employees of pharmaceutical distributor companies in West Java, Indonesia. The research procedure was conducted through several stages, beginning with the identification of organizational challenges faced by pharmaceutical distributors due to drug price regulation policies. Based on these challenges, the study identified organizational commitment, workplace culture, and self-reported performance as the main variables to be examined.

Data were collected using a structured questionnaire distributed to employees involved in pharmaceutical distribution activities. The respondents were selected using predetermined criteria, including employees who worked in pharmaceutical distributor companies located in West Java and had a minimum of two years of working experience. This criterion was applied to ensure that respondents had adequate knowledge and experience regarding organizational commitment, workplace culture, and their own performance conditions.

A total of 134 questionnaires were collected from respondents. After conducting data screening based on the established criteria, 100 questionnaires were considered valid and used for further analysis. The collected data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS software. The analysis procedure consisted of evaluating the measurement model through validity and reliability testing, followed by structural model evaluation to examine the relationships between organizational commitment, workplace culture, and self-reported performance.

The operationalization of variables in this study (table 1) included the measurement of organizational commitment (OC) was measured using 19 indicators adapted from Cravens et al. (2015), capturing employees' psychological attachment and dedication to organizational goals and values. Workplace culture (WC) designed to capture employees' perceptions of the work environment. The measurement of workplace culture in this study was based on 6 (six) questions adapted from previous research by [23]. The self-reported performance (SRP) was measured using 13 indicators adapted from Cravens et al. (2015), assessing employees' perceptions of their effectiveness, productivity, and achievement of work targets. All questions are measured using a 7-point Likert scale. The response categories ranged from 1 = strongly disagree to 7 = strongly agree, allowing respondents to express their level of agreement with each statement provided in the questionnaire.

**Table 1. Measurement Variables and Indicators**

| <b>Variables</b>                                       | <b>Indicators</b>                                                                                                                                                | <b>Measurement Scale</b> |
|--------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|
| Organizational Commitment (X)<br>(Craven et al., 2021) | Employee attachment to the organization, willingness to remain in the company, loyalty toward organizational goals, responsibility toward organizational success | Likert Scale (1-7 point) |
| Workplace Culture (Z)<br>(Craven et al., 2021)         | Communication effectiveness, teamwork, organizational support, shared values, collaboration, adaptability, and employee involvement                              | Likert Scale (1-7 point) |
| Self-reported Performance (Y)<br>(Craven et al., 2021) | Achievement of work targets, work quality, productivity, efficiency, consistency, and ability to complete assigned tasks                                         | Likert Scale (1-7 point) |

Source: Primary data processed by researchers

### Data Analysis Model

The research model was analyzed using PLS-SEM to examine both direct and indirect relationships among variables. The structural model was developed based on the relationship between organizational commitment, workplace culture, and self-reported performance. The regression model for direct and indirect relationship as follow:

#### Model 1 :

$$Y = C + \beta_1 X + \beta_2 Z + e \dots \dots \dots (1)$$

Where:

**Y** = Self-reported performance  
**X** = Organizational commitment  
**Z** = Workplace culture

**C** = Constant value

$\beta_1, \beta_2$  = Regression coefficients

**e** = Error term

**Model 2 :**

$$Z = C + \beta_1 X + e \dots\dots\dots(2)$$

$$Y = C + \beta_1 X + \beta_2 Z + e \dots\dots\dots(3)$$

Where:

**X** = Organizational commitment as an independent variable

**Z** = Workplace culture as a mediating variable

**Y** = Self-reported performance as a dependent variable

**C** = Constant value

$\beta$  = Path coefficient

**e** = Error term

### 3. RESULT AND DISCUSSION

#### Respondent Characteristics

This study involved 134 respondents, with the majority working in Drug Marketing positions, which amounted to 100 people, while 34 respondents came from other positions. In terms of work experience, 110 respondents have worked in their company for two years or more, while 24 respondents have less than two years of work experience. Most of the respondents, namely 125 people, came from West Java Province, and 9 respondents came from outside West Java. The research approach used was quantitative with a sample consisting of marketing employees at drug distributor companies in West Java. The sample selection was carried out through purposive sampling with the criteria of at least two years of work experience, to ensure that respondents have an adequate understanding of the work culture and organizational commitment in the company. Of the 134 employees who filled out the questionnaire, only 100 respondents met the research criteria whose data were used for further analysis after selection.

#### Validity and Reliability Tests

Validity and reliability tests are used to assess the reliability and validity of the measuring instrument. Validity testing includes convergent validity tests (*loading factor (AVE)*), while reliability testing is tested with *Composite Reliability* and *Cronbach's alpha*. The results of the convergent validity test are presented in table 2.

**Table 2. Convergent Validity Test Results**

|                               | <b>Loading factor</b> | <b>Workplace Culture</b> | <b>Self-reported performance</b> | <b>Organizational Commitment</b> |
|-------------------------------|-----------------------|--------------------------|----------------------------------|----------------------------------|
| Organizational Commitment (X) | OrgComt1              |                          |                                  | 0.830                            |
|                               | OrgComt10             |                          |                                  | 0.964                            |
|                               | OrgComt11             |                          |                                  | 0.951                            |
|                               | OrgComt12             |                          |                                  | 0.951                            |
|                               | OrgComt13             |                          |                                  | 0.960                            |
|                               | OrgComt14             |                          |                                  | 0.952                            |
|                               | OrgComt15             |                          |                                  | 0.942                            |
|                               | OrgComt16             |                          |                                  | 0.945                            |
|                               | OrgComt17             |                          |                                  | 0.950                            |
|                               | OrgComt18             |                          |                                  | 0.935                            |
|                               | OrgComt19             |                          |                                  | 0.899                            |
|                               | OrgComt2              |                          |                                  | 0.905                            |
|                               | OrgComt3              |                          |                                  | 0.876                            |
|                               | OrgComt4              |                          |                                  | 0.905                            |
|                               | OrgComt5              |                          |                                  | 0.928                            |
|                               | OrgComt6              |                          |                                  | 0.964                            |
|                               | OrgComt7              |                          |                                  | 0.948                            |
|                               | OrgComt8              |                          |                                  | 0.918                            |
|                               | OrgComt9              |                          |                                  | 0.954                            |
| Self-reported Performance (Y) | SelfPerf1             |                          | 0.846                            |                                  |
|                               | SelfPerf10            |                          | 0.927                            |                                  |
|                               | SelfPerf11            |                          | 0.928                            |                                  |
|                               | SelfPerf12            |                          | 0.848                            |                                  |
|                               | SelfPerf13            |                          | 0.869                            |                                  |
|                               | SelfPerf2             |                          | 0.909                            |                                  |
|                               | SelfPerf3             |                          | 0.859                            |                                  |
|                               | SelfPerf4             |                          | 0.877                            |                                  |
|                               | SelfPerf5             |                          | 0.871                            |                                  |
|                               | SelfPerf6             |                          | 0.877                            |                                  |
|                               | SelfPerf7             |                          | 0.925                            |                                  |
|                               | SelfPerf8             |                          | 0.869                            |                                  |
|                               | SelfPerf9             |                          | 0.898                            |                                  |
| Workplace Culture (Z)         | WC1                   | 0.886                    |                                  |                                  |
|                               | WC2                   | 0.908                    |                                  |                                  |
|                               | WC3                   | 0.932                    |                                  |                                  |
|                               | WC4                   | 0.924                    |                                  |                                  |
|                               | WC5                   | 0.915                    |                                  |                                  |
|                               | WC6                   | 0.938                    |                                  |                                  |
|                               | (AVE)                 | 0.842                    | 0.784                            | 0.867                            |
| <b>SRMR</b>                   |                       | 0.053                    |                                  |                                  |

Source: SmartPLS.4

Based on table 2, it can be seen that the *Loading factor value* of all question items  $> 0.70$ , then it can be concluded that all question items are declared to be valid convergent. Meanwhile, the results of the Average Variance Extracted (AVE) for the three variables show values greater than 0.50, meaning that this construct is effective in explaining the variance of the indicators, as well as supporting good validity and strong measurements in the research model.

Furthermore, *Composite Reliability (CR)* and *Cronbach's Alpha* were used to assess the consistency of indicators in reflecting latent variables. The ideal value of both is  $\geq 0.7$ , which indicates good internal reliability and consistency. If the value is below 0.7, it means that the indicator is less reliable in representing latent variables [28]. The results of the reliability test are shown in table 3.

**Table 3. Reliability Test Results**

|                           | <b>Cronbach's<br/>alpha</b> | <b>Composite<br/>reliability</b> |
|---------------------------|-----------------------------|----------------------------------|
| Workplace Culture         | 0.962                       | 0.964                            |
| Self-reported performance | 0.977                       | 0.979                            |
| Organizational Commitment | 0.991                       | 0.992                            |

Source: SmartPLS.4

Based on table 3, the variables of workplace culture, self-reported performance, and organizational commitment have *Cronbach's Alpha* and *Composite Reliability* values greater than 0.7, indicating that the indicators used to measure these constructs have excellent internal consistency.

### Hypothesis Test

Hypothesis testing refers to the internal test of the model on PLS-SEM. The results of the hypothesis test are presented in table 4 below.

**Table 4. Hypothesis Test Results**

|                                                                           | <b>Expectation</b> | <b>Sample<br/>mean (M)</b> | <b>Direct/indirect<br/>effect<br/>t-statistics</b> | <b>P values</b> | <b>R2</b> |
|---------------------------------------------------------------------------|--------------------|----------------------------|----------------------------------------------------|-----------------|-----------|
| Workplace Culture → Self-reported performance                             | (+)                | 0.351                      | 3.142                                              | 0.002***        |           |
| Organizational Commitment → to Workplace Culture                          | (+)                | 0.598                      | 4.300                                              | 0.000***        | 0.359     |
| Workplace Culture Organization's Commitment → → Self-Reported Performance | (+)                | -0.139                     | 2.445                                              | 0.015**         | 0.605     |

Note: sig. \*\*  $p < 0.05$ .  $p < 0.01$ .

The value of  $R^2$  indicates the proportion of the variance of the dependent construct described by the independent construct. The  $R^2$  value  $\geq 0.75$  is considered strong, 0.50–0.75 moderate, and  $< 0.25$  is weak in explaining the variance. Workplace culture has an  $R^2 = 0.359$ , while self-reported performance has an  $R^2$  of 0.605.

The results of the analysis in table 3 show that organizational commitment has a strong and significant influence on workplace culture, with *t-value* of 4,300, and *p-value* of 0,000. Thus, the first hypothesis (H1) is accepted. These findings are in line with the theory of Meyer & Allen (1991), which states that employees' affective commitment, emotional bonding and sense of belonging to the organization can strengthen shared values and encourage the formation of a positive work culture. A high organizational commitment reflects employees' loyalty and dedication to the company, which encourages them to support the organization's vision and mission through tangible actions that align with the desired work culture. The study of Hendra et al. (2020) supports these findings by showing that employees who have a high commitment to the organization tend to create a more conducive work environment, where collaboration, communication, and productivity increase. In this context, organizational commitment is not only an individual factor, but also affects social interactions within the organization. Committed employees tend to be more open to cultural norms, which ultimately reinforces the overall workplace culture.

The results of the analysis showed that workplace culture had a positive and significant influence on self-reported performance, with *t-value* of 3.142, and *p-value* of 0.002, thus hypothesis two (H2) was accepted. These findings reinforce Schein (2010) theory, which explains that a supportive organizational culture provides a foundation for innovation, collaboration, and a positive work environment. A strong workplace culture not only provides employees with clear direction but also creates a work atmosphere that supports engagement, motivation, and productivity. The study of Braithwaite et al. (2017) supports these findings by asserting that a healthy work culture contributes to improved employee well-being and performance. In a positive work culture, employees feel valued, supported, and have the freedom to express their abilities to the fullest, which has a direct impact on the performance improvements they report. With a conducive work culture, employees tend to be more confident in evaluating their contribution to the achievement of organizational goals, resulting in more honest and positive performance appraisals.

The results of the analysis showed that the interaction between workplace culture and organizational commitment had a negative but significant influence on self-reported performance, with a path coefficient of -0.156, *t-statistics* of 2.445, and *p-value* of 0.015. Thus, the results of this study do not support the third hypothesis (H3), in other words, organizational culture cannot increase the influence of organizational commitment on self-reported performance. These findings indicate that under certain conditions, an excessive combination of workplace culture and organizational commitment can result in an unintended impact on employee performance.

This explanation is in line with the view of [23], which states that when a work culture that emphasizes too much structure and regulation meets the demands of high organizational commitment, it can create tension or overregulation. In these situations, employees may feel overwhelmed by the pressure to meet work culture expectations while also demonstrating loyalty to the organization. As a result, employees' intrinsic motivation can be reduced, and this negatively impacts their own performance assessments. To address these negative impacts, it is important for organizations to create a balance between work culture support and the demands of organizational commitment. Work culture should be designed to provide flexibility and room for innovation, so employees can feel supported without feeling overly controlled. In addition, organizational commitment needs to be focused on aspects that motivate employees, such as appreciation for their contributions and strengthening a sense of belonging to the organization.

#### 4. CONCLUSION

This study aims to examine the influence of organizational commitment on workplace culture and its impact on employees' self-reported performance, with workplace culture positioned as a mediating variable, particularly in the context of pharmaceutical distributor companies facing regulatory pressures related to drug price control policies. Using a quantitative approach and SEM-PLS analysis, this research provides empirical evidence on how internal organizational factors interact under crisis conditions. The findings indicate that organizational commitment has a strong and significant impact on workplace culture. The higher the organization's commitment, the stronger a positive work culture will be formed, according to the theory that employees who feel tied to the company will be more supportive of the organization's values. In addition, a good workplace culture also has a positive effect on employee performance. When workplace culture is supportive, employees feel more motivated and engaged, so they report better performance. However, the combination of an overly strict workplace culture with very high organizational commitment can lower employee performance under some conditions. This happens because the pressure to meet work culture expectations and loyalty to the organization can make employees feel overwhelmed, which impacts their motivation. Therefore, organizations need to create a balance between the two, with a work culture that is flexible and supportive of innovation, as well as a commitment that motivates and rewards employee contributions.

These findings carry important practical implications for management, especially in highly regulated industries such as pharmaceutical distribution. Organizations are encouraged to foster organizational commitment through policies that emphasize employee well-being, recognition, and a sense of belonging, while simultaneously cultivating a workplace culture that remains adaptive and flexible rather than overly controlling. Balancing strong commitment with a supportive and empowering workplace culture is essential to ensure that employee motivation and performance are sustained during periods of regulatory change and organizational uncertainty.

This research has several limitations. The sample used only includes marketing employees at drug distributors, so the results may not apply to other industries or regions. The study also only

looked at a few factors, such as organizational commitment, workplace culture, and self-reported performance, without considering other factors such as leadership style or work pressure, which can also have an effect. In addition, the short research time and the use of questionnaires can make the results less accurate because they are only based on respondents' perceptions.

For further research, it is suggested that the scope of the sample be expanded to include employees from various other divisions and industries, so that the results of the research can be more representative and widely applied. Additionally, adding variables such as leadership style, work pressure, or macroeconomic conditions will provide a more comprehensive picture of the factors that affect employee performance. Longer-term research is also needed to observe changes and trends over the long term, so that the impact of organizational commitment and workplace culture on performance can be better understood. Using diverse research methods, such as interviews or observations, will complement the questionnaire data and help reduce subjective bias from respondents' perceptions. Finally, utilizing advanced technologies in data collection, such as digital surveys or real-time data analysis, can improve the accuracy and objectivity of research results.

#### **Author contribution**

R.S : Conceptualization, writing-initial drafting, methodology, formal analysis, investigation, writing review.

S.T: Conceptualization, Supervision, methodology, review.

L.A: Conceptualization, Supervision, methodology, writing review

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#### **Conflicts of interest**

No potential conflict of interest was reported by the author(s).

#### **Declaration of AI-Assisted Technology**

During the preparation of this work, the author used [**Grammarly**] to draft the initial text and generate ideas for paragraph structure. The author reviewed the entire generated text, corrected data interpretations, and assumes responsibility for the integrity of this scholarly work.

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