

**THE INFLUENCE OF ORGANIZATIONAL CULTURE, LEADERSHIP STYLE, AND
JOB CRAFTING ON EMPLOYEE PERFORMANCE MEDIATED BY
ORGANIZATIONAL COMMITMENT: A STUDY AT THE PERUM BULOG ACEH
REGIONAL OFFICE**

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<http://doi.org/10.35409/IJBMER.2026.3730>

Received: 28 November 2025/ Published: 05 January 2026

ABSTRACT

This research aims to analyze the impact of organizational culture, leadership style, and job crafting influence employee performance, with organizational commitment serving as a mediating variable at the Perum Bulog Aceh Regional Office (Bulog Aceh). The study population consisted of all 123 employees, and the respondents were all employees (census). The data were analyzed using SEM-PLS. The results show that leadership style and commitment significantly influence performance, but organizational culture and job crafting do not significantly influence performance. In addition, commitment significantly mediates the leadership style and job crafting influence on performance, but commitment does not significantly mediate the organizational culture influence on performance. The results also found that leadership style and commitment positively influence performance. From the description of the findings, it is depicted that leadership style is partially mediated by commitment, and job crafting is fully mediated by commitment in influencing performance. This concrete evidence shows that the employee performance model at Bulog Aceh is predictive of leadership style, job crafting, and commitment.

Keywords: Organizational culture, leadership style, job crafting, organizational commitment, employee performance.

1. INTRODUCTION

Human resources are a key pillar in any institution because they are the primary driver in achieving goals and facing the dynamics of environmental change (Bryan, 2014). Without competent human resources, other resources will not optimally contribute to the organization's success. In the context of global competition, organizations are required to increase effectiveness and efficiency to ensure optimal employee performance. This also applies to Perum Bulog Aceh Regional Office (Bulog Aceh) as an Indonesian State-Owned Enterprise that plays a strategic role in maintaining national food security. Transformation and improvement of human resource performance are key to Bulog's ability to compete and provide excellent service to the community. Employee performance reflects the extent to which an organization is able to achieve its strategic goals. Internal factors such as culture, leadership, job crafting, and organizational commitment play a significant role in shaping this performance. A strong culture fosters values of integrity, collaboration, and responsibility, while an effective leadership style can increase employee motivation and loyalty (Bass & Avolio, 1993). In addition, commitment also becomes a bridge that strengthens the relationship between

managerial factors and performance results (Meyer et al., 1993).

The performance measurement results of Bulog Aceh showed a significant increase from category C (63.94) in the first quarter of 2024 to category A (94.98) in the fourth quarter of 2024. However, this increase requires further study to understand the contribution of internal factors that influence these results. To this end, a pre-survey was conducted with 25 employees to obtain an initial overview of their perceptions of the research variables, namely performance, commitment, culture, leadership style, and job crafting. The pre-survey results showed the following average variable scores: employee performance (4.1), organizational culture (4.0), leadership style (3.9), commitment (3.8), and job crafting (3.4). These results indicate that employee performance and culture are in the high category, while commitment and job crafting are still relatively low.

The average job crafting score (3.4) is a significant indicator that employees are not yet fully proactive in adapting their work to their potential and the work environment. This is also evident in several survey results per indicator, such as low collaboration and analytical solution-making abilities. Similarly, the commitment score (3.8) indicates that although employees have a positive perception of the institution, some do not yet have a strong emotional attachment. These findings reinforce the urgency of research to analyze how culture, leadership style, and job crafting influence employee performance through commitment as a mediating variable. This research is expected to provide empirical insights for the management of Bulog Aceh in formulating human resource development strategies oriented towards improving performance, productivity, and employee loyalty sustainably.

2. LITERATURE REVIEW

Employee Performance

In this study, the employee performance variable will also often be referred to simply as performance. Performance is a crucial element in determining the success and progress of an institution. Employees with good performance will have a greater impact on achieving goals. According to (Mahsun, 2012), performance reflects the extent to which the implementation of an activity, program, or policy successfully achieves the objectives set out in the strategic plan. Meanwhile, (Supriyadi & Guno, 2006) define performance as the results/achievements achieved by an organization through specific methods that indicate the level of effectiveness and health of the organization. (Mathis et al., 2017) states that performance is a benchmark for work output, taking into account the level of efficiency in utilizing the resources used. Similarly, (Greenberg & Baron, 2018) view performance as a comparison between total output and input produced within a certain period. In general, performance reflects the ability of individuals and groups to carry out job responsibilities in accordance with targets set by the organization. Performance is also a continuous process oriented towards increasing organizational productivity through enhanced individual and team performance. (Sudaryo et al., 2019) shows that an agency's success in achieving strategic goals is highly dependent on the quality of its employees' performance. In other words, human resources are a central element that determines the extent to which formulated strategies can be implemented effectively. Employees with high competence, work discipline, motivation, and commitment to the organization will contribute significantly to realizing the institution's vision and mission. Therefore, it is important for management to create a system capable of motivating, directing, and developing employees so that optimal performance can be achieved sustainably.

Organizational Commitment

In this study, the organizational commitment variable will also often be referred to simply as commitment. Commitment is a crucial element in the study of organizational behavior, indicating the level of loyalty and dedication of employees to their institution. This concept reflects an individual's level of identification with their organization, demonstrated through emotional attachment and a strong drive to remain a member of that organization (Dhir et al., 2020). The relationship between employees and their institution is mutually beneficial, with both parties sharing responsibility and commitment to achieving predetermined goals. (Aydoğan & Arslan, 2021) emphasizes that organizational commitment has interrelated formal, psychological, and social dimensions. Harmonious relationships between employees are also a crucial element in fostering commitment, as the implementation of employee duties and responsibilities is based on mutual agreement with the organization. (Aboobaker et al., 2020) state that employee commitment and loyalty are multidimensional and complex, measured not only by direct habits but also by actions and emotional involvement with the institution. In the view of (Robbins & Judge, 2017), organizational commitment reflects the level of employee support for their organization, their willingness to accept and support the goals, and their strong drive to maintain their membership in the organization. (Indriana et al., 2017) stated that commitment is a psychological condition in which individuals feel like they are an element in the organization and are determined to continue contributing to it.

Organizational Culture

In this study, the organizational culture variable will also often be referred to simply as culture. Organizational culture encompasses the values, beliefs, rules, and customs that shape the mindset, attitudes, and habits of employees in carrying out organizational activities (Chipunza & Malo, 2017). This culture reflects how members interact and serves as a guideline for adapting to internal and external challenges of the organization (Fachreza et al., 2018). According to (Wirawan, 2007), organizational culture develops through a long process shaped by the organization's owners, leaders, and members, which then influences how they think and act when carrying out their duties. In general, culture is a framework of shared values and beliefs that helps members understand the organization's function and create behavioral guidelines aligned with shared goals (Rastegar & Aghayan, 2012). Furthermore, organizational culture is formed through interactions between individuals from diverse backgrounds and develops into habits that are passed down from generation to generation. This process produces behavioral patterns and work methods that characterize the organization and strengthen identity and cohesion among its members (Soelistya et al., 2022).

Leadership Style

In this study, the leadership style variable will also often be referred to simply as leadership. Leadership encompasses the skills of managing emotions, communicating, solving problems, and motivating subordinates (Paais & Pattiruhu, 2020). A leader's influence can be formal through a managerial position, or informal, arising from personal abilities. However, not all managers automatically become effective leaders, as leadership relies not only on position but also on the ability to motivate and inspire organizational members (Robbins & Judge, 2017). Effective leadership is influenced by character, behavior, and the relationship between leaders and members

in navigating organizational dynamics (Yukl & Gardner, 2020). Leadership plays a crucial role in driving improved performance and maintaining organizational sustainability. Good leaders are able to build collaboration, boost morale, provide clear direction, and create effective communication within the organization (Graen & Uhl-Bien, 1995). Furthermore, leadership effectiveness is influenced by technical, conceptual, and interpersonal skills, as well as emotional and social intelligence (Lewis & Gilman, 2012). Thus, leadership can be concluded as a process that involves influencing, increasing work enthusiasm, and coaching all members of the organization in realizing common goals efficiently, ethically, and sustainably.

Job Crafting

Job crafting is the act of employees taking the initiative to design or adapt their work to suit their personal needs, goals, and meaning. This concept emerged as a response to traditional approaches that place job design entirely in the hands of management. Through job crafting, employees can change the physical and cognitive aspects of their jobs to create a positive identity and workplace satisfaction (Parker et al., 2025). This approach encourages employees to actively participate in modifying their jobs, which ultimately fosters positive emotions, enhances creativity, innovation, and well-being (Afsar & Umrani, 2020). Job crafting encompasses three main forms of change: task crafting, relational crafting, and cognitive crafting. Task crafting involves adjusting the type or method of task execution; relational crafting focuses on managing social interactions in the workplace; while cognitive crafting relates to how employees interpret their work. Through these three aspects, employees can create a balance between organizational demands and personal needs. Thus, job crafting not only contributes to increased job satisfaction and engagement but also strengthens individual commitment and performance in supporting organizational goals..

Framework And Hypothesis

From the results of the previous causality theory search, and by looking at the initial survey results, the researcher formulated a research framework and hypotheses to be tested as follows.

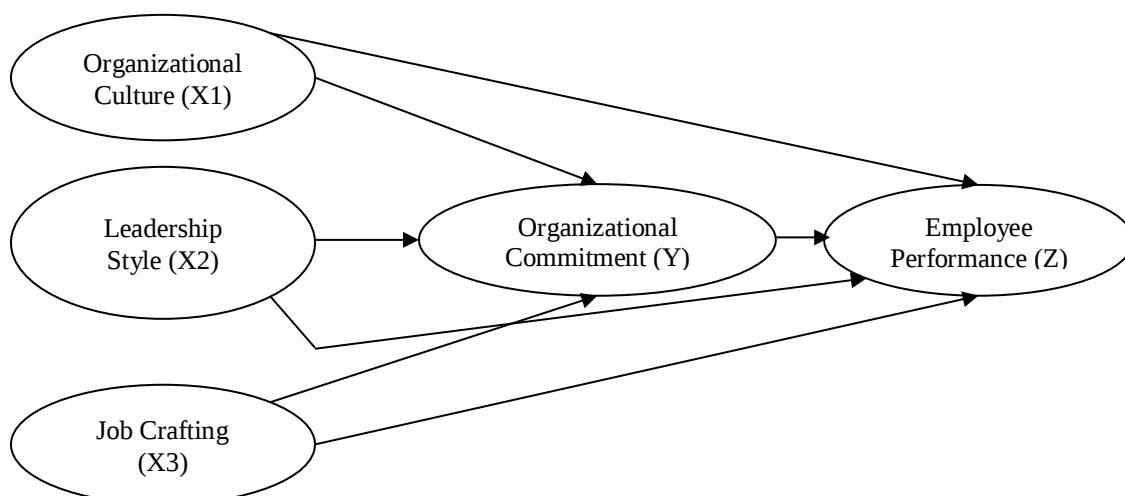


Figure 1. Study Framwork

H1 : culture affects employee performance
H2 : culture affects commitment
H3 : leadership style affects employee performance
H4 : leadership style affects commitment
H5 : job crafting affects employee performance
H6 : job crafting affects commitment
H7 : commitment affects employee performance
H8 : commitment mediates culture affecting employee performance
H9 : commitment mediates leadership style affecting employee performance
H10 : commitment mediates job crafting affecting employee performance

3. METHOD

The research was conducted at the Bulog Aceh. The research variables were organizational culture, leadership style, organizational commitment, and employee performance. Respondents were selected through a census, with all employees participating (Sekaran & Bougie, 2019). The respondents in this study were all employees of the Bulog Aceh, consisting of the following divisions.

Table 1. Number of Employees

No	Aceh Regional Office	Number of employees
1	Regional Operational Office	49
2	Takengon Branch Office	8
3	Lhokseumawe Branch Office	11
4	Sigli Branch Office	12
5	Langsa Branch Office	8
6	Meulaboh Branch Office	13
7	Blangpidie Branch Office	13
8	Kutacane Branch Office	9
Total		123

Source: Bulog Aceh, 2024

Research data was collected by distributing questionnaires. Data were measured using a Likert scale and analyzed using Structural Equation Modeling-Partial Least Square (SEM-PLS) statistical tools.

4. RESULTS AND DISCUSSION

Direct Effect Test

The structural test result is shown below.

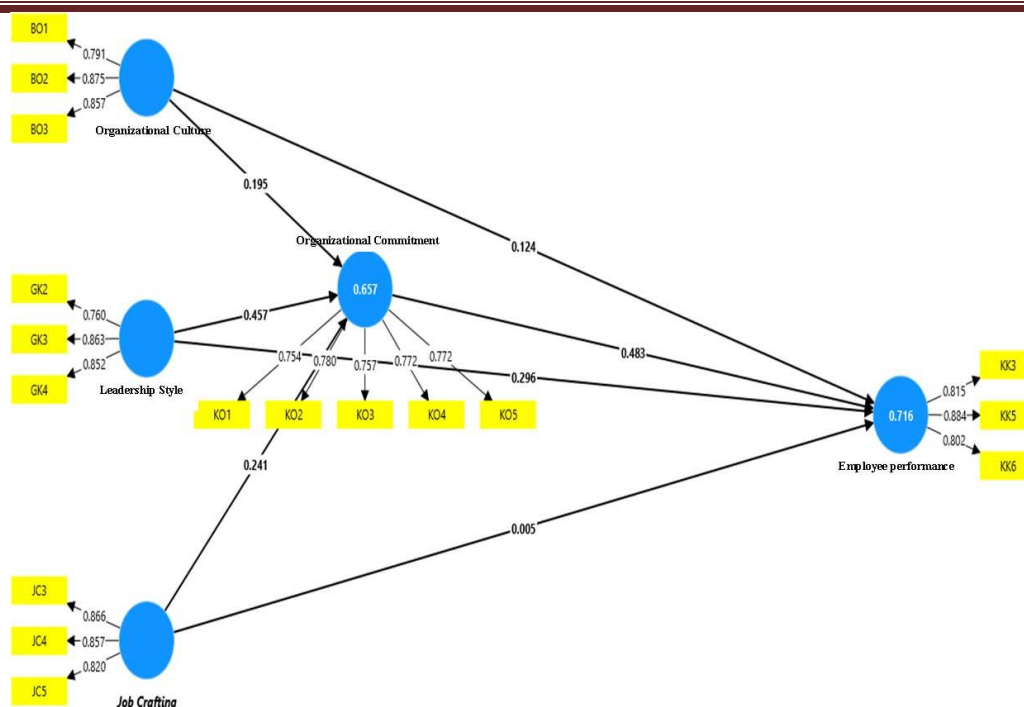


Figure 2. SEM-PLS Test

The overall model test above shows the results in Table 2.

Table 2. Direct Influence Test Result

Path Coefficient	(O)	(M)	(STDEV)	T statistik	P Value	Proof
culture-> performance	0.124	0.126	0.105	1.186	0.118	rejected
culture -> commitment	0.195	0.191	0.114	1.712	0.043	accepted
leadership -> performance	0.296	0.293	0.114	2.595	0.005	accepted
leadership -> commitment	0.457	0.46	0.118	3.891	0.000	accepted
job crafting -> performance	0.005	0.004	0.063	0.076	0.470	rejected
job crafting -> commitment	0.241	0.245	0.078	3.078	0.001	accepted
commitment -> performance	0.483	0.487	0.093	5.217	0.000	accepted

Source: Processed Primary Data (2025)

For explanations of these results, they are as follows.

H1 : Culture on Performance

The test table above shows that culture does not affect employee performance significantly. The path coefficient of 0.124 (+) indicates a positive relationship between the two variables, meaning that theoretically, improvements in the quality of organizational culture tend to be followed by improvements in employee performance. This lack of effect is evident from the $T\ 1.186 < 1.96$, $P\ 0.118 > 0.05$, and an influence size of 0.124. These data indicate that organizational culture within Bulog Aceh has not had a significant impact on improving its employee performance. Although the organization has certain values, norms, and work habits, their implementation has not been fully effective in increasing employee productivity, efficiency, or motivation to achieve optimal results.

Possible reasons for this result include the fact that the existing organizational culture has not been strongly internalized by all employees or has not yet been realized in daily work behavior. Furthermore, the organizational culture may still be formal and does not address aspects that encourage collaboration, innovation, or individual responsibility for employee performance. The culture established within the organization is not yet sufficiently adaptive and inspiring to be a primary driver of performance improvement. Therefore, the management of Bulog Aceh needs to strengthen its culture by internalizing more relevant work values, improving employee communication and engagement, and creating a work environment that encourages optimal performance. This strengthening is expected to make organizational culture a strategic element that makes a significant contribution to improving employee performance. This finding aligns with research by (Ferdian & Devita, 2020), and (Mewahaini & Sidharta, 2022). Therefore, efforts are needed to strengthen organizational culture through internal communication, leadership role models, and instilling work values so that the culture can be internalized and contribute concretely to improving employee performance.

H2 : Culture on Commitment

The direct test table above shows that culture positively affects commitment significantly, with $T\ 1.712$ (exceeding the one-tailed limit of 1.64), $P\ 0.043 < 0.05$, and an influence size of 0.195. These results demonstrate that the more effectively culture is implemented in the workplace, the greater the commitment to the organization. A strong culture is a determining factor in strengthening employee loyalty and emotional attachment to the institution they work for. A strong, flexible, and supportive organizational culture creates a positive work environment where each individual feels respected and recognizes their important role in achieving the organization's collective goals. This fosters a sense of belonging, increases loyalty, and strengthens employees' moral responsibility for the organization's sustainability. In this regard, culture serves as a set of values that unifies member behavior, establishes shared norms, and strengthens a sense of togetherness among employees. A positive culture can foster employees' sense of belonging and affective commitment to the organization. Shared values embedded in employees not only strengthen a sense of togetherness but also motivate them to remain part of the organization and contribute optimally to realizing the organization's vision and mission. These results align with research by (Asi et al., 2021) (Heriyanti, 2007), (Sulaimiah & Abidin, 2022), which also demonstrated similar results. Considering these results, it concludes that the implementation of a strong culture, well-internalized, and consistently implemented in daily activities, is the main foundation for building high employee commitment to

the organization. This kind of culture not only strengthens the emotional bond between employees and the organization but also serves as a driver of intrinsic motivation, stimulating individuals to work with full dedication and a strong sense of responsibility

H3 : Leadership on Performance

The leadership style effect test on employee performance yielded $T 2.595 > 1.96$, $P 0.005 < 0.05$, and an influence size of 0.296. These values indicate that H3 is accepted, meaning the more appropriate and effective the leadership style implemented, the higher the level of performance achieved by employees. Leaders who are able to direct, lead by example, and motivate their team members can create a supportive, efficient work environment focused on achieving maximum results. Effective leadership is not solely focused on providing direction but also plays a role in fostering enthusiasm and encouraging employee motivation. A visionary leader can encourage subordinates to work collaboratively, establish open communication, and foster a sense of collective responsibility in achieving organizational goals. Consistent with (Greenberg & Baron, 2018), effective leadership serves as a source of inspiration and motivation that strengthens coordination, directs the division of tasks according to individual competencies, and creates harmony in work relationships.

Theoretically, these results reinforce the concept that leadership directly impacts employee behavior and performance. Leaders who adopt a participatory, transformational, or supportive leadership style can increase employee engagement and strengthen their results-oriented approach. In an organizational context, leadership is a crucial mechanism for directing human resources to work in alignment with the institution's vision and mission (Onyeonoro & Okechukwu, 2014), (Gerdenitsch et al., 2020). Leadership is a determining factor in shaping and improving employee performance. A visionary, communicative, and inspiring leadership style not only influences individual motivation and work behavior but also strengthens interpersonal relationships between leaders and subordinates. This ultimately has a positive impact on organizational effectiveness and supports the achievement of sustainable performance.

H4 : Leadership on Commitment

The test on the table 2 shows that H4 is accepted. This is evident from the $T 3.891 > 1.96$, $P 0.000 < 0.05$, and an influence size of 0.457. The analysis results indicate that leadership positively affects employee commitment significantly. Effective leadership not only directs work but also fosters loyalty, a sense of belonging, and individual emotional attachment to the organization. Communicative, supportive, and visionary leaders are able to create a harmonious and trusting workplace environment and atmosphere. Through a participatory leadership style, leaders can foster a sense of appreciation among employees, strengthen interpersonal relationships, and encourage a deeper commitment to the organization. Theoretically, a positive leadership style forms the foundation for an inclusive and collaborative work climate, which in turn increases employee dedication, responsibility, and loyalty to organizational goals

H5 : Job Crafting on Performance

The results of the table 2 indicate that H5 is rejected. Job crafting is proven to not have a significant

effect on performance, with $T\ 0.076 < 1.96$, $P\ 0.470 > 0.05$, and an influence size of 0.005. This finding indicates that employee efforts to adapt or redesign their work to align with their interests, abilities, and personal preferences have not yet had a direct impact on performance improvement. Theoretically, job crafting is expected to increase individual motivation, engagement, and effectiveness by providing employees with the space to customize tasks, work relationships, and perceptions of their work. However, the results of this research indicate that these benefits may only emerge indirectly, after a strong commitment and work engagement have been established. Thus, it concludes that job crafting has not yet become a dominant factor in improving performance in the context of this research. This may be due to limited room for employee innovation or an organizational culture that does not fully support individual flexibility and initiative in adapting their work. To maximize the potential of job crafting, organizations need to create a more adaptive work environment and atmosphere, increase employee trust, and reinforce collaborative values that encourage active engagement in work.

H6 : Job Crafting on Commitment

The table 2 shows that H6 is accepted. Job crafting is proven to have a significant impact on commitment, with a $T\ 3.078 > 1.96$, $P\ 0.001 < 0.05$, and an influence size of 0.241. These results indicate that when employees are able to adapt and design work tasks according to their abilities, interests, and personal values, their commitment to the organization tends to be stronger. These data demonstrate that Job Crafting plays a significant role in increasing employee engagement and loyalty to the organization. When individuals feel they have the space to customize their work to be more meaningful and aligned with their personal strengths, they are more motivated to make their best contribution. This fosters a sense of belonging, responsibility, and high dedication to organizational goals. Theoretically, Job Crafting allows employees to take an active role in shaping their work experience, whether through task modification, improved social relationships, or reinterpreting the meaning of work. This process not only increases job satisfaction but also strengthens affective commitment to the organization, as employees perceive that their tasks align with their personal values and provide a meaningful contribution. This analysis aims to assess the extent to which job crafting, as a form of employee proactivity in reshaping aspects of their work, strengthens commitment. Theoretically, job crafting plays a crucial role in building a sense of belonging because it provides autonomy and space for employees to find meaning and comfort in their work. When work aligns with their individual identity and competencies, employees feel more valued and empowered, fostering loyalty and a desire to remain part of the organization.

H7 : Commitment on Employee Performance

The table above shows that Hypothesis 7 is accepted with $T\ 5.217 > 1.96$, $P\ 0.000$, and an influence size of 0.483. This is reflected in the scores obtained that meet the predetermined requirements. Strong commitment drives an individual to operate with responsibility, discipline, and high enthusiasm in achieving organizational goals. Commitment to the organization, conceptually, reflects an employee's level of emotional attachment, loyalty, and readiness to contribute maximally to the interests of the organization. Highly committed employees typically demonstrate constructive work behavior, maintain work quality standards, and proactively create solutions and innovations in the workplace. Thus, commitment plays a key role in shaping productive behavior

and increasing work effectiveness. This research specifically highlights the extent to which commitment can drive improved performance, especially in the context of declining motivation or a sense of belonging to the organization. These findings have important implications for management, namely the need to strengthen human resource management strategies by developing a collaborative work culture, rewarding loyalty, and affirming a shared vision and goals so that employees feel an integral part of the organization. From the explanation above, it concludes that commitment is a key foundation for building superior performance. Organizations that instill a sense of belonging, build loyalty, and foster pride among their employees tend to benefit from increased productivity, efficiency, and the sustained achievement of strategic goals. Deep commitment not only strengthens the bond between individuals and the organization but also serves as a driving force in shaping an adaptive work culture oriented toward collective success.

Indirect Effect

The results of the indirect effect test on the structural model are as follows.

Table 3. Indirect Influence Test Result

	(O)	(M)	(STDEV)	T statistik	P-Value s	Information
culture-> commitment -> performance	0.094	0.092	0.058	1.616	0.053	rejected
leadership-> commitment -> performance	0.221	0.225	0.076	2.911	0.002	accepted
job crafting -> commitment -> performance	0.116	0.119	0.043	2.679	0.004	accepted

The explanations of these results are as follows.

H8 : Culture on Performance through Commitment

The results of the table indicate that commitment does not impact significantly as a mediator in the organizational culture effect on employee performance, with T 1.616<1.96, P 0.053, and an influence size of 0.094. This research also proves that organizational culture, either directly or through commitment, is unable to positively impact employee performance at the Bulog Aceh. This finding emphasizes that organizations should not focus solely on building culture or commitment. Efforts to improve employee performance require a more holistic approach, for example through employee empowerment, aligning tasks with individual competencies, and creating a work environment that supports innovation and collaboration. With a comprehensive strategy, the Bulog Aceh can ensure that organizational culture and employee commitment function optimally, thereby truly realizing a positive impact on employee performance

H9 : Leadership Style on Performance through Commitment

The test results demonstrate that commitment positively mediates significantly the leadership style effect on employee performance. This is evidenced by T 2.911, P 0.002. and an influence size of

0.221. This value confirms that H10 is accepted. This finding indicates that leadership style not only directly impacts employee performance but also influences it through commitment (partial mediation). In other words, effective leadership can encourage employees to become emotionally attached and loyal to the organization, ultimately improving their performance. Conceptually, commitment reflects employees' emotional attachment, loyalty, and willingness to contribute maximally to the organization. When leadership effectively directs, motivates, and empowers employees, this not only directly improves performance but also strengthens their commitment. Employees who feel valued and supported by their leaders tend to exhibit positive work behaviors, maintain the quality of their work, and be proactive in providing solutions and innovation. Furthermore, this finding emphasizes the importance of leadership style as a strategic factor in human resource management. Good leadership not only organizes tasks and responsibilities but also plays a role in shaping an adaptive work culture and increasing employee loyalty. With a combination of direct influence and partial mediation through commitment, organizations can achieve optimal performance and ensure the continued achievement of strategic goals at the Bulog Aceh.

H10 : Job Crafting on Performance through Commitment

The test results indicate that commitment positively mediates significantly the job crafting effect on employee performance, as indicated by $T\ 2.679$, $P\ 0.004$, and an influence size of 0.116 . This finding confirms that job crafting does not directly improve employee performance, but rather through the formation of a strong commitment to the organization (full mediation). In other words, employees who are able to adapt, manage, and redesign their work according to their potential, interests, and personal values will be more motivated to engage emotionally and commit to organizational goals. Conceptually, commitment reflects an employee's emotional attachment, loyalty, and willingness to contribute maximally to the organization. When job crafting allows employees to design work that aligns with their abilities and preferences, this fosters a stronger sense of belonging and engagement. Employees who perceive their work as relevant to their personal values are more likely to foster positive work behaviors, maintain quality output, and take initiative in creating solutions and innovation. Therefore, commitment plays a crucial role in linking job flexibility and tangible performance improvements. Furthermore, job crafting can be viewed as a psychological mechanism that supports employee adaptation to job demands and the work environment. By being given the freedom to design their work, employees experience higher levels of satisfaction, greater engagement, and an intrinsic drive to contribute optimally. This process not only increases individual effectiveness but also strengthens an adaptive work culture focused on achieving the organization's collective goals. Thus, job crafting and commitment work synergistically to drive sustainable employee performance

5. CONCLUSION

The results show that leadership style and commitment significantly influence performance, but organizational culture and job crafting do not significantly influence performance. In addition, commitment significantly mediates the leadership style and job crafting influence on performance, but commitment does not significantly mediate the organizational culture influence on performance. The results also found that leadership style and commitment positively influence performance. From the description of the findings, it is depicted that leadership style is partially

mediated by commitment, and job crafting is fully mediated by commitment in influencing performance. This concrete evidence shows that the employee performance model at Bulog Aceh is predictive of leadership style, job crafting, and commitment. These results can be a scientific basis for further research related to existing variables, and can be the basis for strengthening regulations by Bulog company regulators, especially regulations that impact the regional division. The recommendations from this research for Bulog Aceh are as follows:

1. It is necessary to strengthen the implementation of organizational cultural values through value internalization programs, work culture training, and appreciation for behaviors that reflect the company's culture. This way, organizational culture becomes more than just a slogan, but is truly internalized in daily work behavior, impacting improved performance.
2. It is essential for leaders at all levels to continuously develop a leadership style that is participatory, inspiring, and coaching-oriented. Leadership training that emphasizes communication skills, empowerment, and conflict management is highly recommended so that leaders can create harmonious working relationships, increase loyalty, and motivate employees to achieve optimal work results.
3. It's necessary to provide employees with more space to align their tasks and responsibilities with their interests, potential, and competencies. This can be achieved through job autonomy, open feedback mechanisms, and self-development training to ensure effective job crafting and a direct impact on performance improvement.
4. It is necessary to increase employees' sense of belonging and emotional attachment to the organization through strategies such as improving well-being, transparent communication, recognition of individual contributions, and creating a conducive and collaborative work environment.

Furthermore, this study still has limitations, such as its limited scope in one region and the variables used. For future research, it is recommended to expand the research object to other regions or different agencies, and to add other variables as additional factors that may influence the relationships between variables. Furthermore, further research could also use a mixed methods approach to deepen our understanding of the dynamics of employee behavior in state-owned enterprises.

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