

Reciprocal Relationship between Organisational Culture, Job Satisfaction, and Organisational Commitment

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Abstract

This study aims to analyse the reciprocal relationship between organisational culture, job satisfaction, and organisational commitment among employees working in Chinese food-based restaurants in Jakarta. The research is grounded in two grand theories: Social Exchange Theory, which posits that the relationship between organisations and employees is built upon mutual exchange and reciprocity; and Triadic Reciprocal Causation, which describes the dynamic interaction between individual behaviour, environmental conditions, and personal factors. A quantitative approach was employed, using a structured survey method involving 113 respondents from nine restaurant locations. The data were analysed using simple linear regression to test six hypotheses concerning the direct and reciprocal effects among the three core variables. The findings reveal that all hypothesised relationships are statistically significant. Organisational culture significantly influences both job satisfaction and organisational commitment. In turn, job satisfaction enhances organisational commitment and reinforces organisational culture. Likewise, committed employees contribute positively to the development and sustainability of organisational culture and experience greater job satisfaction. These findings underscore the importance of managing organisational culture not only as a structural framework but also as a psychological mechanism that shapes employee attitudes and behaviours. The study implies that strengthening organisational culture, improving job satisfaction, and fostering employee commitment are essential strategies for building a productive, stable, and sustainable work environment—particularly within the socially intensive and competitive food service industry.

Keywords: organisational culture; job satisfaction; organisational commitment; reciprocal relationship; social exchange theory.

Introduction

The food and beverage industry is facing rapid transformation due to changing consumer preferences, globalisation, and the increasingly intensive adoption of technology. In this situation, organisations are required not only to focus on operational efficiency but also on strategic human resource management to maintain long-term sustainability. The restaurant sector, particularly those based on Chinese food, faces a unique challenge in the form of high employee turnover rates that disrupt workforce stability and hinder the formation of a strong organisational culture (Mubireek & Alshaikhmubarak, 2025; Zeng et al., 2020).

This condition has direct implications for job satisfaction and organisational commitment, two key psychological elements that play a role in reducing turnover intention and increasing employee loyalty. In the context of modern organisational management, organisational culture is viewed as a system of values, beliefs, and norms that guide employee behaviour and shape the organisation's collective identity (Robbins et al., 2018). A strong culture creates a work environment that is conducive and aligned with company goals, thereby increasing job satisfaction and commitment to the organisation (Cherif, 2020).

Triguero-Sánchez et al (2022) found that collectivism-based organisational culture can strengthen employee affective commitment, especially in public service-based organisations, while Shahriari et al (2023) showed that green organisational culture has direct and indirect effects on commitment through job satisfaction as a mediating variable.

However, the relationship between the three variables of organisational culture, job satisfaction, and organisational commitment is reciprocal. Based on Social Exchange Theory with Blau (1967) and the concept of reciprocity (Buunk & Schaufeli, 1999), the relationship between individuals and organisations is built on the principle of give and take. When organisations treat employees with respect and support that aligns with cultural values, employees reciprocate through greater dedication, satisfaction, and commitment. Conversely, when individuals feel satisfied and engaged with the Organisation, this strengthens the integration of cultural values and reinforces positive behaviors within the workplace.

Seema et al (2021) show that the level of job satisfaction significantly mediates the influence of organisational culture on commitment, while also demonstrating a feedback effect where high commitment leads to increased satisfaction. Similarly, Lee & Kim (2023) found that positive employee work experiences strengthen organisational commitment, while highly committed employees tend to evaluate the organisation's culture and work systems more constructively. Berutu (2024) and Permana & Recky (2025). He added that the work environment and organisational climate also play a significant role in strengthening this relationship through mediating work stress and motivation.

Conceptually, the reciprocal relationship between organisational culture, job satisfaction, and organisational commitment creates a cycle of motivation and integration that determines organisational sustainability. When organisational culture shapes positive work behaviours, it increases job satisfaction and emotional engagement. Conversely, satisfied and highly committed employees actively contribute to maintaining ingrained cultural values, strengthening bonds among organisational members, and creating long-term stability.

In the context of Chinese food restaurants, this dynamic becomes even more important because the work environment in the service sector is socially and emotionally intensive. Restaurants not only sell products but also customer experiences that depend on the behaviour and motivation of frontline employees. Therefore, understanding the reciprocal relationship between organisational culture, job satisfaction, and organisational commitment is crucial as a basis for formulating human resource policies that can reduce turnover, improve psychological well-being, and strengthen organisational competitiveness in the highly competitive food and beverage industry (Jun, 2025; Lambert et al., 2021).

Literature Review

The reciprocal theory is conceptually rooted in the social exchange theory developed by sociologist George C. Homans in 1958 (Homans, 1958). Homans proposed that social interaction is based on the principle of reciprocity, that is, every action taken by one party is expected to be reciprocated by the other. It forms the basis for understanding reciprocity in organisational and interpersonal contexts.

In addition to Homans, Peter M. Blau made essential contributions in 1967 to further develop social exchange theory, focusing on complex social relationships and their implications for organisational structure (Blau, 1967). In the field of social and cognitive psychology, Bandura (2001) also developed a reciprocal concept known as "Triadic Reciprocal Causation," which explains the dynamic interaction between behaviour, personal, and environmental factors..

Organisational Culture

Organisational culture plays an essential role in shaping employee attitudes and behaviour, which has a direct impact on their satisfaction and commitment to the organisation. Robbins et al (2018) define organisational culture as a set of values and beliefs that guide the behaviour of members. According to him, seven main components shape culture within an organisation. These components include a drive for innovation and risk-taking, attention to detail, a results-oriented approach, concern for the individual, a spirit of teamwork, a competitive nature, and a tendency to maintain stability.

Berutu (2024) added that organisational climate and culture have a direct influence on job satisfaction, where social support and open communication mediate this influence. Seo & Yu (2023) also show that an organisational culture oriented towards work-life balance and collaborative communication increases job satisfaction, especially in stressful work environments, such as the service sector.

Triguero-Sánchez et al (2022) and Widagdo & Roz (2020) added that an organisational culture that prioritises collectivism and transformational leadership strengthens employees' emotional attachment and reduces turnover intentions. Amanor (2021) shows that organisational culture influences supervisors' attitudes toward change through the mediating role of organisational commitment, confirming the importance of culture in organisational adaptation. Bektiarso (2022) emphasises the role of Organisational commitment in mediating the relationship between competence, Organisational culture, and teacher performance, highlighting the close relationship between these elements in the context of educational Organisations.

Jahan et al (2022) and Nguyen et al (2023) found that organisational culture significantly influences employee commitment across a variety of civil and business organisational contexts, confirming that cultural management is a key factor in maintaining commitment. Opolot et al (2024) added that the effectiveness of culture on commitment can be moderated by individual self-efficacy, thus clarifying the personal dynamics in this relationship.

Job Satisfaction

Job satisfaction is a key factor influencing an employee's level of commitment to an organisation. Job satisfaction is generally understood as a positive attitude toward work, formed from evaluations of various aspects such as the type of work, rewards received, opportunities for promotion, leadership style, and relationships with coworkers (Robbins et al., 2018). Employees who are satisfied with their jobs show a higher tendency to be committed to the organisation, which in turn contributes to the organisation's performance and sustainability (Aheruddin et al., 2024; Budiono et al., 2024; Tran et al., 2023).

Job satisfaction is also closely related to organisational culture, where a positive and supportive organisational culture can increase employees' feelings of satisfaction and strengthen their commitment to the organisation (Jahan et al., 2022). Organisational culture is a system of values, norms, and practices that influence the behaviour of Organisational members. A strong and supportive culture encourages employees to feel more emotionally and affectively connected to the organisation. Organisations with cultures that emphasise participation, openness, and appreciation tend to generate high levels of job satisfaction, which in turn leads to increased employee commitment (Robbins et al., 2018).

Muhtar & Wahyuni (2023) found that job satisfaction and Organisational commitment are mediators in the relationship between Organisational culture and employee performance. A good Organisational culture creates a supportive and empowering work environment, thereby increasing satisfaction and commitment, which positively impacts performance. Furthermore, factors such as effective communication, development opportunities, and Organisational support for employees

are also part of the culture that can increase job satisfaction and Organisational commitment (Robbins et al., 2018).

A culture that encourages employees' sense of belonging and identification with the organisation strengthens emotional connections, which strengthens employees' affective commitment and ongoing contribution (Jahan et al., 2022). Overall, the relationship between job satisfaction, Organisational culture, and Organisational commitment is synergistic; A conducive Organisational culture strengthens job satisfaction, which then increases commitment. This increased commitment is essential to create an organisation that is resilient and able to achieve long-term strategic goals (Nguyen et al., 2023).

Organisational Commitment

In the context of modern organisations, company success depends not only on business strategy but also on the level of employee loyalty and engagement. One crucial indicator of this is Organisational commitment, which reflects employees' emotional and psychological attachment to their workplace. This commitment indicates an individual's willingness to remain part of the organisation and contribute to achieving shared goals.

Organisational commitment is often understood as a condition reflecting the drive, need, or sense of responsibility to remain in an organisation. It consists of three main dimensions: affective commitment, continuance commitment, and normative commitment (Meyer & Allen, 1991). Research shows that Organisational commitment is significantly influenced by Organisational culture and employee job satisfaction.

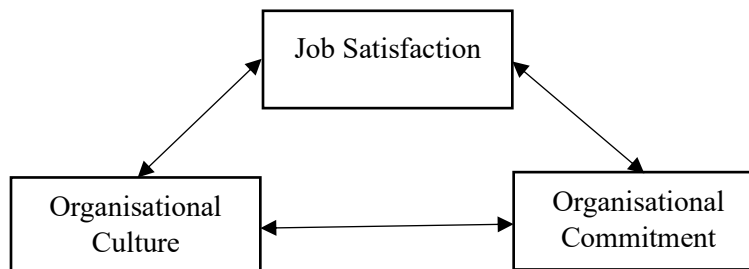
Organisational culture is a set of values, norms, and practices accepted and internalised by Organisational members, which shape the work climate and emotional environment within the organisation (Hofstede et al., 2010). A strong and positive Organisational culture can encourage high Organisational commitment because this culture creates a sense of togetherness and collective identity that fosters employee affective engagement (Jahan et al., 2022). Amanor (2021) confirms that Organisational culture can shape supervisory attitudes and Organisational commitment, which then mediate change and improve employee performance.

Job satisfaction also plays a crucial role in strengthening Organisational commitment. Employees who are satisfied with their jobs—including aspects such as the work environment, interpersonal relationships, compensation, and development opportunities—tend to demonstrate a more substantial commitment to their Organisation (Tran et al., 2023). Job satisfaction is considered a direct indicator of the extent to which employees' psychological and occupational needs are met, thereby increasing their loyalty and engagement (Robbins et al., 2018).

Several studies highlight the mediating role of job satisfaction in the relationship between Organisational culture and Organisational commitment. Muhtar & Wahyuni (2023) found that a supportive Organisational culture creates job satisfaction, which in turn increases employee commitment, thus positively impacting Organisational performance. Similarly, Bektiarso (2022) demonstrates the critical role of Organisational commitment in mediating the influence of Organisational culture on teacher performance, which indirectly strengthens the relationship between culture and job satisfaction.

Furthermore, effective communication, Organisational support, and a healthy work environment are elements of Organisational culture that strengthen job satisfaction and, in turn, commitment (Robbins et al., 2018). Social repayment schemes are described by Blau (1967) it also supports that a positive reciprocal relationship between employees and the Organisation will strengthen commitment through job satisfaction and a supportive culture.

Framework and Hypothesis



Picture 1. Framework

Hypothesis development:

H₁: There is an influence of Organisational culture on job satisfaction

H₂: There is an effect of job satisfaction on Organisational commitment

H₃: There is an influence of Organisational commitment on Organisational culture

H₄: There is an influence of Organisational culture on Organisational commitment

H₅: There is an influence of Organisational commitment on job satisfaction

H₆: There is an influence of job satisfaction on Organisational culture

Methodology

Population and Sample

Data were gathered in April 2025 from nine restaurants located in Jakarta, Indonesia, all of which specialise in serving traditional dishes, particularly Chinese cuisine. The total number of operational staff across these establishments amounted to 160 individuals. Referring to Morgan's Table, a sample size of 113 was determined, selected proportionally based on the distribution across the nine restaurant locations.

Table 1. Population and Sample

No	Location of a Chinese food Restaurant in Jakarta	Population	Total Sample
1	Kuningan City	20	14
2	Pantai Indah Kapuk	15	12
3	Chillax	20	14
4	Points Square	20	14
5	Hang Tuah Kopitiam	15	11
6	Pesanggrahan	15	9
7	Kelapa Gading	20	14
8	Pecenongan	15	11
9	Mall of Indonesia	20	14
Total		160	113

Source: Author

Research Instruments

The study utilised a Likert scale as the primary measurement tool. To ensure the robustness of the instrument, both validity and reliability assessments were carried out on five principal variables: organisational culture, job satisfaction, and organisational commitment.

Data Collection Technique

Data were obtained through a Likert-scale questionnaire designed to explore the reciprocal influence of organisational culture, job satisfaction, and organisational commitment. The survey

was distributed to employees working at nine Chinese restaurants using an accidental sampling method during February 2025.

Data analysis technique

Simple linear regression was used to test the research hypotheses, involving six sub-models to assess the direct relationships between variables. The analysis was conducted using SPSS version 26, a statistical software package that supports tests for validity, reliability, classical assumptions, and linear regression.

Result and Discussion

Respondent characteristics

Table 2. Gender

		Frequency	Per cent
Valid	Man	78	69
	Woman	35	31
	Total	113	100.0

Source: Author

Table 2 reveals that the majority of respondents in this study were male, totalling 78 individuals, which constitutes 69% of the overall sample. In contrast, female respondents numbered 35, accounting for 31%. These results suggest that male participants were more prevalent within the sample group.

Table 3. Position

		Frequency	Per cent
Valid	Kitchen	56	49.5
	Waiter	37	32.7
	Cashier	10	8.9
	Steward	10	8.9
	Total	113	100.0

Source: Author

Table 3 presents the breakdown of respondents according to their job roles. The most significant proportion comprised kitchen staff, with 56 individuals making up 49.5% of the sample. It was followed by servers, totalling 37 respondents or 32.7%. Both stewards and cashiers were represented by 10 individuals each, accounting for 17.8% of the total workforce. The data indicate that the majority of the sample consisted of operational personnel, particularly those engaged in kitchen-related tasks.

Validity test

A total of twenty participants were involved in the validity testing of five research variables. Out of the 37 statement items examined, all items about organisational culture, job satisfaction, and organisational commitment were found to be valid, as each item's calculated correlation coefficient exceeded the critical value of 0.444, based on a significance level of $\alpha = 0.05$.

Reliability test

Table 4. Reliability test

Variabel	Cronbach's Alpha	Result
Organisational culture	.880	Reliabel
Job satisfaction	.934	Reliabel
Organisational commitment	.743	Reliabel

Source: Author

The reliability test results for all variables demonstrated that each had an Alpha coefficient exceeding 0.700. These findings indicate that all variables in the study possess a satisfactory level of reliability.

Classic assumption test

Table 5. Classical Assumption Test

Substruktur 1				
	Linierity	Multicollinierty	Heteroskedastisity	Normality
Organisational Culture	0.000	1.485	Heteroscedasticity does not occur	0.053
Bound variables: Job Satisfaction				
Substruktur 2				
	Linierity	Multicollinierty	Heteroskedastisity	Normality
Job Satisfaction	0.000	1.927	Heteroscedasticity does not occur	0.110
Bound variables: Organisational Commitment				
Substruktur 3				
	Linierity	Multicollinierty	Heteroskedastisity	Normality
Organisational Commitment	0.000	1.655	Heteroscedasticity does not occur.	0.200
Bound variables: Organisational Culture				
Substruktur 4				
	Linierity	Multicollinierty	Heteroskedastisity	Normality
Organisational Culture	0.000	1.889	Heteroscedasticity does not occur	0.091
Bound variables: Organisational Commitment				
Substruktur 5				
	Linierity	Multicollinierty	Heteroskedastisity	Normality
Organisational Commitment	0.000	1.479	Heteroscedasticity does not occur	0.086
Bound variables: Job Satisfaction				
Substruktur 6				
	Linierity	Multicollinierty	Heteroskedastisity	Normality
Job Satisfaction	0.000	1.655	Heteroscedasticity does not occur.	0.200
Bound variables: Organisational Culture				

Source: Author

The classical assumption test was conducted to ensure that the regression model employed in this study meets the necessary statistical requirements. The results of the linearity test indicate that all substructures have a significance value of 0.000, suggesting a statistically significant linear relationship between the independent and dependent variables. It confirms that the use of linear regression in the analysis is appropriate. Furthermore, the multicollinearity test results show that the Variance Inflation Factor (VIF) values for all variables are below the threshold of 10, ranging from 1.479 to 1.927. It implies that there is no multicollinearity among the independent variables, allowing each to contribute uniquely to the model.

The heteroscedasticity test reveals that no heteroscedasticity is present across all substructures, indicating that the variance of the residuals remains constant and is not influenced by the predictor values. It is essential for maintaining the accuracy of parameter estimates within the regression model. Lastly, the normality test produced significance values between 0.053 and 0.200, all of which exceed the 0.05 threshold. Therefore, the residuals of the regression model are typically distributed, satisfying the assumption of normality. Overall, the results of the classical assumption

test demonstrate that the regression model used in this study adheres to all required statistical assumptions, making it valid for examining the relationships between variables.

R² (R-Square)

Table 6. R-Square

	R Square	R Square Adjusted
Budaya organisasi -> kepuasan kerja	0.874	0.764
Kepuasan kerja -> komitmen organisasi	0.828	0.686
Komitmen organisasi -> budaya organisasi	0.845	0.714
Budaya organisasi -> komitmen organisasi	0.845	0.714
Komitmen organisasi -> kepuasan kerja	0.828	0.868
Kepuasan kerja -> budaya organisasi	0.874	0.764

Source: Author

Table 6 illustrates the strength of the relationships between variables in the research model through the values of R-Square and Adjusted R-Square. The highest R-Square value, 0.874, is found in the relationship between organisational culture and job satisfaction, as well as the reverse. It indicates that organisational culture explains 87.4% of the variation in job satisfaction, and conversely, job satisfaction also significantly contributes to the development of organisational culture. It reflects a powerful reciprocal relationship between the two variables. Furthermore, the relationship between job satisfaction and organisational commitment has an R-Square value of 0.828, meaning that job satisfaction accounts for 82.8% of the variation in organisational commitment. It suggests that the higher the level of job satisfaction, the greater the employees' commitment to the organisation.

The relationship between organisational commitment and organisational culture, and vice versa, also shows a high R-Square value of 0.845. It indicates that employee commitment plays an essential role in strengthening organisational culture, and a strong organisational culture, in turn, enhances employee commitment. Meanwhile, the relationship between organisational commitment and job satisfaction has an R-Square value of 0.828, showing that commitment also has a significant impact on job satisfaction. Interestingly, the Adjusted R-Square value for this relationship is even higher (0.868), which may occur due to adjustments for the number of relevant independent variables in the model. Overall, the consistently high R-Square values across all relationships demonstrate that the model is highly effective in explaining the interconnections between variables. It emphasises the vital role of synergy among organisational culture, job satisfaction, and organisational commitment in promoting a productive and sustainable working environment.

Discussion

Table 7. t-count result

	t	Sig.
Organisational Culture -> Job Satisfaction	18.970	0.000
Job Satisfaction -> Organisational Commitment	15.573	0.000
Organisational Commitment -> Organisational Culture	16.658	0.000
Organisational Culture -> Organisational Commitment	16.658	0.000
Organisational Commitment -> Job Satisfaction	15.573	0.000
Job Satisfaction -> budaya organisasi	18.970	0.000

Source: Author

The influence of Organisational culture on job satisfaction

The results of the analysis showed that Organisational culture had a very significant influence on job satisfaction ($t = 18,970$; $\text{Sig.} = 0.000$). It shows that the stronger and more positive the

Organisational culture, the higher the level of employee job satisfaction. An Organisational culture that emphasises values such as cooperation, innovation, and concern for individuals creates a supportive and enjoyable work environment.

These findings are in line with Robbins et al (2018), which states that Organisational culture is a system of values and norms that shape the behaviour of Organisational members. Berutu (2024) also emphasises that a healthy Organisational climate and open communication can improve job satisfaction. Moreover, Seo & Yu (2023) show that a culture that supports work-life balance is essential in improving job satisfaction, especially in service sectors such as restaurants.

The effect of job satisfaction on Organisational commitment

The t-calculated value of 15.573 (Sig. = 0.000) shows that job satisfaction has a significant effect on Organisational commitment. Employees who feel satisfied with their jobs tend to show higher loyalty and emotional attachment to the Organisation.

These results are reinforced by Aheruddin et al (2024) and Budiono (2024), which states that job satisfaction is an essential predictor of Organisational commitment. Tran et al (2023) also confirm that satisfaction with aspects of work, such as interpersonal relationships, compensation, and career development opportunities, contributes significantly to increased commitment. Seema et al (2021) even show that job satisfaction can mediate the relationship between Organisational culture and commitment, strengthening the reciprocal effect between the three.

The influence of Organisational commitment on Organisational culture

With a t-count of 16.658 (Sig. = 0.000), Organisational commitment has been proven to have a significant effect on Organisational culture. Employees who have a high commitment will be more likely to maintain and reinforce the cultural values of the Organisation, creating a positive cycle in the work environment.

It supports the concept of reciprocal relationship as described by Blau (1967) and Buunk & Schaufeli (1999), where the relationship between individuals and Organisations is built based on giving and receiving from each other. Lee & Kim (2023) found that highly committed employees tend to assess Organisational culture more positively, reinforcing the integration of shared values.

The influence of Organisational culture on Organisational commitment

Organisational culture was also shown to have a significant effect on Organisational commitment ($t = 16,658$; Sig. = 0.000). A strong culture creates a sense of belonging and a collective identity that strengthens employees' emotional attachment to the Organisation.

These findings are consistent with the results of the study by Jahan et al (2022) and Nguyen et al (2023), which show that Organisational culture significantly influences employee commitment across various sectors. Amanor (2021) adds that Organisational culture can shape a supervisory attitude and commitment, which ultimately mediates change and performance improvement. Opolot et al (2024) also highlight that the cultural effectiveness of commitment can be moderated by individual self-efficacy.

The effect of Organisational commitment on job satisfaction

A t-calculated value of 15.573 (Sig. = 0.000) indicates that Organisational commitment has a significant effect on job satisfaction. Employees who feel emotionally attached and have a sense of responsibility to the Organisation tend to feel more satisfied in their work. Muhtar & Wahyuni (2023) state that the Organisation's commitment can strengthen job satisfaction through a supportive work environment. Robbins et al (2018) also emphasise that high commitment reflects the fulfilment of employees' psychological needs, which has a direct impact on job satisfaction.

The effect of job satisfaction on Organisational culture

The test results showed that job satisfaction had a significant effect on Organisational culture ($t = 18,970$; Sig. = 0.000). Satisfied employees will be more likely to exhibit behaviours that support the Organisation's values, thus strengthening the work culture.

Shahriari et al (2023) show that green Organisational culture has a direct and indirect effect on commitment through job satisfaction as a mediating variable. (Seema et al., 2021) also emphasises that job satisfaction can strengthen the perception of Organisational culture, creating mutually reinforcing reciprocal relationships.

Conclusion

This study reveals a strong and significant reciprocal relationship between Organisational culture, job satisfaction, and Organisational commitment in the context of the Chinese food restaurant industry in Jakarta. The conclusions are as follows: Organisational culture influences job satisfaction, job satisfaction influences Organisational commitment, Organisational commitment influences Organisational culture, Organisational culture influences Organisational commitment, Organisational commitment influences job satisfaction, and job satisfaction influences Organisational culture. All hypotheses proposed in this study have been empirically proven, indicating that these three variables mutually influence and reinforce each other.

Overall, the results of this study support the theoretical framework developed from Social Exchange Theory and Triadic Reciprocal Causation. The three primary variables in this study not only have a one-way influence but also form a reciprocal cycle that strengthens Organisational sustainability. In the restaurant industry, characterised by a dense, dynamic work environment and prone to turnover, understanding the dynamics of this relationship is crucial. Human resource management strategies that focus on strengthening Organisational culture, increasing job satisfaction, and fostering employee commitment will be key to creating a stable, productive, and competitive work environment.

Managerial Implications

1. Employee Retention Strategy

The findings of this study provide a solid foundation for restaurant management to design more effective employee retention strategies. By strengthening Organisational culture and improving job satisfaction, Organisations can lower high turnover rates, especially in the highly competitive restaurant sector.

2. Data-Based HR Policy Development

The results of this research can be used as a reference in formulating evidence-based HR policies. For example, training and development policies, incentive systems, and employee welfare programs can be adjusted according to the results of evaluations of culture and job satisfaction.

3. Improving the Competitiveness of the Organisation

In a highly dynamic food and beverage industry, Organisations that can create a healthy and productive work environment will have a competitive advantage. A strong Organisational culture and satisfied, highly committed employees will create a better customer experience, which ultimately improves the restaurant's reputation and profitability.

4. Model Replication in Other Industries

This model of reciprocal relationships can also be adapted by other service sectors that have similar work characteristics, such as hospitality, retail, and customer service. Thus, the results of this study have broad implications in the development of human resource-based Organisational management.

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