

THE INFLUENCE OF WORK CULTURE AND CONTINUOUS COMMITMENT ON EMPLOYEE PERFORMANCE AT PT. MABAR FEED INDONESIA

Ditha Aulia^{1*}, Yuli Arnida Pohan²

^{1,2} Management Study Program / Universitas Potensi Utama, Medan, Indonesia

E-mail: kotaksuratuli23@gmail.com^{2*},

Received: 01/08/2026 | Revised: 10/08/2026 | Accepted: 26/08/2026 | Published: 06/10/2026

Abstract

This study aims to determine the effect of Work Culture and Continuance Commitment on Employee Performance at PT. Mabar Feed Indonesia, both partially and simultaneously. The background of this research is the suboptimal employee performance shown by Key Performance Indicator (KPI) data, where the number of employees scoring below standard increased from 42 people in 2024 to 56 people in 2025, along with recurring issues of discipline violations, tardiness, and non-compliance with safety equipment usage. This study employs a quantitative approach with an associative-causal design. The population consists of all 115 active employees of PT. Mabar Feed Indonesia, with a sample of 89 respondents determined using the Slovin formula and simple random sampling technique. Data were collected through questionnaires and analyzed using multiple linear regression analysis with SPSS version 26. The results show that Work Culture has a partially positive and significant effect on Employee Performance (t-count 3.579; sig. 0.001). Continuance Commitment also has a partially positive and significant effect on Employee Performance (t-count 2.990; sig. 0.004). Simultaneously, Work Culture and Continuance Commitment have a positive and significant effect on Employee Performance (F-count 29.217; sig. 0.000), with an Adjusted R Square value of 0.391, indicating that both variables explain 39.1% of the variance in Employee Performance, while the remaining 60.9% is influenced by other factors outside this research model

Keywords: Work Culture, Continuance Commitment, Employee Performance

INTRODUCTION

A company is an organization engaged in business—whether involving goods or services—that grows through the profits it generates. As the era of globalization unfolds, companies are required to face increasingly intense competition in both domestic and international markets. To navigate this competitive landscape, organizations must possess competent human resources capable of enhancing organizational quality and advancing the business. Fundamentally, human resources serve as the primary driving force behind all company operations, leveraging individual capabilities and creativity to achieve corporate objectives. Ultimately, a company's success is typically determined by its ability to effectively manage its human resources to ensure that all desired goals are realized. PT. Mabar Feed Indonesia is a company operating in the animal feed industry—specifically producing feed for poultry and fish—located at Jl. Rumah Potong Hewan No. 44, Mabar, Medan Deli, North Sumatra. Having been established in 1976 and operating on a large scale, the company faces significant challenges in effectively managing its human resources. The animal feed industry itself is a crucial sector given its contribution to national food security, particularly as Indonesia continues its efforts to meet the population's demand for animal protein. In this context, employee productivity and performance are elements that cannot be overlooked.

Based on preliminary observations and interviews at PT. Mabar Feed Indonesia, the primary issue facing the company is suboptimal employee performance. This is evident from performance assessments using Key Performance Indicators (KPIs)—conducted every two months—which revealed an increase in the number of employees scoring below standard (in the "Adequate" category) from 42 in 2024 to 56 in 2025. Although the company possesses a performance assessment system and established Standard Operating Procedures (SOPs), their implementation remains suboptimal, particularly regarding the strict enforcement of work targets and consistent adherence to SOPs. Furthermore, leadership-related issues persist, such as complaints about management's

communication style and employees' reluctance to voice their opinions. Regarding work culture, there are ongoing instances of disciplinary infractions, tardiness, and non-compliance with safety attire requirements. Meanwhile, while employees demonstrate high levels of continuity—largely due to long tenures—this retention is driven primarily by economic factors and limited alternative employment options. These conditions indicate a need for the company to improve its human resource management to more effectively enhance employee performance.

In general, employee performance is a key determinant of an organization's success. It can be defined as the qualitative and quantitative work results achieved by an employee in carrying out their assigned duties and responsibilities (Mangkunegara, 2021). PT. Mabar Feed Indonesia operates in the production and sales sectors, manufacturing feed for cattle, poultry, shrimp, and fish. To produce feed for sale, the company requires a workforce aligned with its production and sales operations, as well as market demand. Employee performance assessment at PT. Mabar Feed Indonesia utilizes Key Performance Indicators (KPIs) based on 2025 data. The assessment comprises several components: Quality, with a weight of 35% of the maximum 100% achievement score; Discipline, with a weight of 20% of the maximum 100% achievement score; Compliance, also with a weight of 20% of the maximum 100% achievement score; Improvement, with a weight of 15% of the maximum 100% achievement score; and Safety (K3), with a weight of 10% of the maximum 100% achievement score.

Employee performance at PT. Mabar Feed Indonesia declined in 2025 compared to 2024. This is evident from the employees' Key Performance Indicator (KPI) scores: the number of employees achieving a score of ≥ 85 (Very Good) dropped from 25 in 2024 to 14 in 2025. Similarly, the number of employees scoring between 70 and 84 (Good) fell from 48 in 2024 to 45 in 2025. Conversely, the number of employees scoring below 70 (Fair) rose from 42 in 2024 to 56 in 2025. Thus, it can be concluded that employee performance at PT. Mabar Feed Indonesia was lower in 2025 than in 2024, a situation that warrants serious attention from company management. Based on the aforementioned pre-survey regarding employee performance, it is evident that, in general, the performance of employees at PT. Mabar Feed Indonesia is quite good, though not yet fully optimal. This is indicated by the fact that the majority of respondents agreed with statements concerning the ability to complete work with high quality, punctuality, coordination with colleagues, and efforts to enhance personal skills. The statements eliciting the most positive responses related to the ability to coordinate with colleagues and the willingness to improve personal skills, demonstrating that employees are aware of the need to support smooth operations and the achievement of company goals. Nevertheless, a significant number of respondents provided neutral responses, particularly regarding statements concerning the completion of work in accordance with targets and company standards.

According to Schein (2022), organizational culture is defined as "a set of beliefs, norms, and values accepted by an organization's members that determine how the organization behaves." It is a system comprising three levels: symbols, behaviors, and beliefs. The pre-survey results regarding work culture at PT. Mabar Feed Indonesia indicate that the existing culture is generally positive but requires further improvement. This is evidenced by the majority of respondents agreeing with statements concerning the clarity of work values, professionalism and responsibility, peer collaboration, and the company's culture of discipline. These findings suggest that the company possesses a work culture that largely supports the execution of tasks. However, regarding the culture's role in fostering creativity and innovation, most respondents tended to provide neutral answers, indicating that the aspect of creativity within the work environment is not yet strongly perceived by employees. Furthermore, in the context of the company's operations, the work culture still faces challenges regarding discipline, adherence to rules, and the consistent application of Standard Operating Procedures (SOPs). Therefore, the work culture at PT. Mabar Feed Indonesia needs to be continuously strengthened to create a work environment that is more orderly and productive, while also supporting enhanced employee performance.

Continuance commitment is a form of organizational commitment reflecting the extent to which an employee remains with an organization due to considerations regarding the potential losses or costs associated with leaving. This type of commitment involves an individual's rational assessment of the benefits and drawbacks of their employment; consequently, the employee chooses to stay because they perceive that leaving the organization would result in adverse consequences for themselves. According to Meyer and Allen (2019), continuance commitment is a component of the three-component model of organizational commitment, which posits that an employee's attachment to an organization can stem from considerations regarding the costs incurred if they were to leave. Based on the aforementioned pre-survey regarding continuance commitment, it is evident that the continuance commitment of employees at PT. Mabar Feed Indonesia is relatively high. This is reflected in the prevalence of "agree" responses across all statements—particularly concerning the perceived loss associated with leaving the company, the difficulty of securing an equivalent position elsewhere, financial dependence on their current job, and the perceived greater benefits of remaining with the firm. Furthermore, "strongly agree" responses were recorded for several statements,

indicating that some employees possess a strong attachment to remaining with the company. These findings suggest that employee retention is driven primarily by rational considerations, such as economic factors, employment benefits, and the potential risks or losses associated with leaving the organization.

Based on the background, the following issues have been identified:

1. Work culture is not yet effectively implemented, as there are still employees who lack discipline in adhering to company regulations—particularly regarding punctuality in arriving at work.
2. Employee compliance with Standard Operating Procedures (SOPs) and workplace safety rules requires improvement, given the continued occurrence of violations such as tardiness and failure to wear safety gear while working.
3. Employees demonstrate a high level of sustained commitment, as evidenced by their long tenures; some have worked for the company for as long as 30 to 40 years.
4. Employee performance is evaluated based on work output; however, the company lacks clearly defined performance targets because 80% of the production output is utilized for personal use.

Referring to the background of the problem, research formulation, and objectives, the researcher can state the following hypotheses:

H1: Work culture has a positive and significant partial effect on employee performance at PT. Mabar Feed Indonesia.

H2: Continuance commitment has a positive and significant partial effect on employee performance at PT. Mabar Feed Indonesia.

H3: Work culture and continuance commitment have a positive and significant simultaneous effect on employee performance at PT. Mabar Feed Indonesia.

METHOD

This study employed an associative approach, which aims to identify the relationship or connection between one variable and another (Sugiyono, 2021). The method employed was quantitative. The data used in this study included both primary and secondary data. This study is being conducted at PT. Mabar Feed Indonesia, located at Jl. Rumah Potong Hewan No. 44, Mabar, Medan Deli, North Sumatra. This location was selected because the entire study population—namely, active employees—is based at the same company; this facilitates the researcher's tasks of constructing the sampling frame, accessing respondents, and understanding the organizational context serving as the study's backdrop. The study is scheduled to take place from February 2026 to July 2026. Based on company data, the research population consists of 115 active employees of PT. Mabar Feed Indonesia. Sampling was employed to ensure research efficiency while maintaining a level of representativeness sufficient to describe the characteristics of the population under study (Sekaran & Bougie, 2020; Saunders et al., 2023). The sample size for this study was determined using Slovin's formula with a 5% margin of error. Given a population of 115 individuals, the resulting sample size is 89.

RESULTS AND DISCUSSION

Results

Validity and Reliability Test Results

Table 1. Results of the Validity Test of Work Culture, Continous Commitment and Employee Performance

Statement Item	r-count	r-table	Description
WC1	0,658	0,361	Valid
WC2	0,547	0,361	Valid
WC3	0,535	0,361	Valid
WC4	0,620	0,361	Valid
WC5	0,468	0,361	Valid
WC6	0,845	0,361	Valid
WC7	0,845	0,361	Valid
WC8	0,653	0,361	Valid
WC9	0,756	0,361	Valid
WC10	0,371	0,361	Valid
CC1	0,916	0,361	Valid
CC2	0,725	0,361	Valid
CC3	0,810	0,361	Valid

Statement Item	r-count	r-table	Description
CC4	0,803	0,361	Valid
CC5	0,855	0,361	Valid
CC6	0,869	0,361	Valid
CC7	0,751	0,361	Valid
CC8	0,832	0,361	Valid
CC9	0,381	0,361	Valid
CC10	0,816	0,361	Valid
EP1	0,639	0,361	Valid
EP2	0,597	0,361	Valid
EP3	0,533	0,361	Valid
EP4	0,833	0,361	Valid
EP5	0,723	0,361	Valid
EP6	0,642	0,361	Valid
EP7	0,712	0,361	Valid
EP8	0,565	0,361	Valid
EP9	0,400	0,361	Valid
EP10	0,510	0,361	Valid

Source: SPSS version 25 (2026)

Referring to Table 1, it is known that the corrected item total correlation value is > 0.361 , so all statement items are stated to be valid/legitimate.

Table 2. Results of the Reliability Test of Work Culture, Continous Commitment and Employee Performance

Variable	Cronbach Alpha	Description
Work Culture	0,839	Reliable
Continous Commitment	0,924	Reliable
Employee Performance	0,813	Reliable

Source: SPSS version 25 (2026)

Referring to Table 2, it is known that the Cronbach's alpha value for all variables is > 0.60 , so all variables (work culture, continous commitment and employee performance) are stated to be reliable.

Normality Test Results

Table 3. Kolmogorov-Smirnov Test Results

		Unstandardized Residual
N		89
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.38144452
Most Extreme Differences	Absolute	.061
	Positive	.040
	Negative	-.061
Test Statistic		.061
Asymp. Sig. (2-tailed)		.200 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Source: SPSS version 25 (2026)

Referring to Table 3. above, it is known that the results of the Kolmogorov-Smirnov test have a significance value of $0.200 > 0.05$ so it can be concluded that the data tested is normally distributed.

Multicollinearity Test Results (Tolerance and VIF)

Table 4. Multicollinearity Test Results

Coefficients ^a			
Collinearity Statistics			
Model		Tolerance	VIF
1	Work Culture	.603	1.659
	Continuous Commitment	.603	1.659

Source: SPSS version 25 (2026)

Referring to Table 4, it is known that the results of the multicollinearity test for the variables work culture and continuous commitment have a tolerance value > 0.10 and VIF < 10, so this study is declared free from multicollinearity problems.

Heteroscedasticity Test Results (Glejser)

Table 5. Glejser Heteroscedasticity Test Results

Coefficients ^a					
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	t
1	(Constant)	-.892	1.596		-.559
	Work Culture	135.819	95.794	.216	1.418
	Continuous Commitment	-19.755	54.087	-.056	-.365

a. Dependent Variable: Abs_res

Source: SPSS version 25 (2026)

Referring to Table 5. above, the results of the Glejser test above, the significance value of the two independent variables is > 0.05, so it can be concluded that there is no heteroscedasticity.

Multiple Linear Regression Test Results

Table 6. Multiple Linear Regression Test Results

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	20.065	3.221		6.229	.000
	Work Culture	.341	.095	.384	3.579	.001
	Continuous Commitment	.201	.067	.320	2.990	.004

Source: SPSS version 25 (2026)

Referring to Table 6, the regression equation for the above values is:

$$Y = 20.065 + 0.341 X_1 + 0.201 X_2 + e$$

This equation indicates that the constant value of 20.065 means that if the variables Work Culture and Continuous Commitment are zero, Employee Performance is 20.065. The regression coefficient for Work Culture of 0.341 indicates that every one-unit increase in Work Culture will increase Employee Performance by 0.341 units, assuming other variables remain constant. Similarly, the coefficient for Continuous Commitment of 0.201 indicates a similar positive influence on Employee Performance.

Hypothesis Testing

Partial Test Results (t-Test)

Table 7. Partial Test Results (t-Test)

Model	Coefficients ^a							
	Unstandardized Coefficients		Standardized Coefficients		t	Sig.	Correlations	
	B	Std. Error	Beta				Zero-order	Partial Part
1 (Constant)	20.065	3.221			6.229	.000	20.065	3.221
Work Culture	.341	.095	.384		3.579	.001	.341	.095
Continous Commitment	.201	.067	.320		2.990	.004	.201	.067

a. Dependent Variable: Employee Performance

Source: SPSS version 25 (2026)

The t-test results indicate that the Work Culture variable yielded a t-value of 3.579 with a significance level of 0.001 (< 0.05), demonstrating that Work Culture has a significant partial effect on Employee Performance. Similarly, the Continuanace Commitment variable yielded a t-value of 2.990 with a significance level of 0.004 (< 0.05), indicating that Continuanace Commitment also has a significant partial effect on Employee Performance.

Simultaneous Test Results (F-Test)

Table 8. Simultaneous Test Results (F-Test)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	339.107	2	169.554	29.217	.000 ^b
	Residual	499.072	86	5.803		
	Total	838.180	88			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work culture, continous commitment

Source: SPSS version 25 (2026)

Referring to Table 8. Calculations indicate that the F-table value at a 5% significance level is 3.10. Since the calculated F-value (29.217) exceeds the F-table value (3.10), H₀ is rejected and H_a is accepted, reinforcing the conclusion that Work Culture and Continuanace Commitment simultaneously have a significant effect on Employee Performance.

Determination Test Results

Table 9. Determination Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.636 ^a	.405	.391	2.409

a. Predictors: (Constant), Work culture, continous commitment

Source: SPSS version 25 (2026)

The obtained Adjusted R-squared value is 0.391. This indicates that the variables of Work Culture and Continuanace Commitment explain 39.1% of the variation in the Employee Performance variable, while the remaining 60.9% is explained by other variables not examined in this study.

Discussion

The Effect of Work Culture on the Employee Performance

The research results indicate that work culture has a positive and significant effect on employee performance at PT. Mabar Feed Indonesia, with a regression coefficient of 0.341 and a significance value of 0.001. These findings align with Schein's (2019) concept, which states that a strong and consistent work culture shapes employees' collective work behaviors, thereby driving performance improvements. These results also reinforce the findings of

Sari (2024) and Nurlya et al. (2025), which demonstrate that work culture positively and significantly impacts employee performance, as consistently applied values, norms, and work discipline enhance employee effectiveness and work outcomes. Empirically, the high average score for the work culture variable (4.32) supports these findings, particularly regarding the indicators of adherence to work regulations and responsibility for work tasks, which yielded the highest scores. The mean score of 4.32 falls into the "very good" category, indicating that employee perceptions of the work culture at PT. Mabar Feed Indonesia are highly positive. This high mean score aligns with the magnitude of the work culture regression coefficient (0.341)—the highest among the independent variables in this study—implying a stronger positive influence on enhancing employee performance.

Conceptually, this influence can be explained by a mechanism wherein a strong work culture fosters shared perceptions and behavioral patterns among employees, providing each individual with a clear reference point regarding expected work standards. The regression coefficient of 0.341 implies that for every one-unit increase in the perception of work culture, employee performance increases by 0.341 units, assuming other variables remain constant. Based on the indicators, the discipline dimension achieved the highest average score (4.445)—reflected in statement item number 9 regarding adherence to company work regulations (mean 4.51)—followed by the work values dimension (mean 4.385), reflected in statement item number 2 regarding responsibility for work (mean 4.48). This indicates that employees at PT. Mabar Feed Indonesia regard adherence to rules and work responsibility as the primary foundation for carrying out their daily duties. This finding aligns with the study's first research question regarding the impact of work culture on employee performance; thus, the regression analysis results directly demonstrate that work culture has a significant influence and serves as a key determinant in enhancing employee performance within the company.

The Effect of Continous Commtment on the Employee Performance

The research results indicate that continuance commitment has a positive and significant effect on employee performance, with a regression coefficient of 0.201 and a significance value of 0.004. These findings support the theory of Meyer & Allen (2018), which states that employees with high continuance commitment tend to remain and work more stably because they consider the losses they would incur if they left the company. These results are also consistent with the findings of Pratama (2023) and Delvin & Pohan (2025), which show that the higher an employee's commitment to the organization, the higher their performance. The respondent characteristics in this study further support these findings; the majority of employees have worked for more than six years, indicating a high level of continuance commitment to the company. The average score for the continuance commitment variable—4.31—falls into the "very good" category, nearly matching the mean score for the work culture variable. However, this high mean score is not fully reflected in the magnitude of the effect on employee performance; the regression coefficient for continuance commitment (0.201) is lower than that of work culture (0.341). This suggests that while employees' high perception of continuance commitment plays a significant role in retaining them within the company, it does not optimally drive performance improvements, given the calculative nature of this type of commitment, which tends to focus on retention rather than actively boosting work performance.

The regression coefficient of 0.201 indicates a positive relationship between continuance commitment and employee performance, although its contribution is smaller than that of the work culture variable. This is understandable given that continuance commitment is fundamentally calculative in nature; employees remain not merely due to emotional attachment but because of rational considerations regarding the losses they would incur upon leaving the company. Consequently, its drive toward performance improvement tends to be more moderate compared to the drive stemming from the internalization of work culture values. In terms of indicators, the financial dependence dimension recorded the highest average score (4.455)—reflected in statement item 6 regarding the importance of company income to the employee's livelihood (mean 4.51)—followed by the benefit consideration dimension (mean 4.345), reflected in statement items 5 and 7 concerning benefits received from the company (mean 4.40). This indicates that employees strive to maintain performance levels commensurate with the financial benefits they have received and expect to continue receiving from the company. These findings address the study's second research question, demonstrating that continuance commitment significantly influences employee performance, although the nature of this influence is more about maintaining the status quo than actively driving performance enhancement.

The Simultaneous Effect of Work Culture and Continous Commtment on the Employee Performance

The F-test results indicate that Work Culture and Continuance Commitment jointly exert a significant influence on Employee Performance (F-calculated 29.217; sig. 0.000), with an Adjusted R-Square value of 0.391.

This implies that these two variables account for 39.1% of the variation in Employee Performance, while the remaining 60.9% is influenced by variables outside this research model—such as work motivation, the work environment, or leadership style—as identified in studies by Putri & Tarmizi (2024) and Kaesang et al. (2021). These findings confirm that enhancing employee performance at PT. Mabar Feed Indonesia is most effectively achieved by strengthening a consistent and positive work culture, supported by employees' continuance commitment to remain with and contribute to the company. The high average scores for both independent variables—work culture (4.32) and continuance commitment (4.31), both falling into the "very good" category—align with the significant F-test result (F -calculated 29.217; sig. 0.000) and the Adjusted R-Square value of 0.391. This demonstrates that when employee perceptions of both variables are simultaneously high, their combined impact on employee performance is greater and more significant than the influence of either variable in isolation. Regarding employee performance indicators, the independence dimension achieved the highest average score (4.42)—reflected in statement item number 10 concerning confidence in making work-related decisions (mean 4.54)—whereas the punctuality dimension recorded the lowest average (4.27).

This indicates that the simultaneous influence of work culture and continuance commitment is most evident in employee autonomy regarding task completion, whereas timeliness remains an area requiring further strengthening to optimize the contribution of both variables to employee performance. Overall, the results of this simultaneous analysis confirm that work culture and continuance commitment complement each other in shaping employee performance. Work culture serves as the foundation for values and daily work behaviors, while continuance commitment acts as a binding factor that maintains the stability and consistency of that performance over the long term. The fact that 60.9% of the variation in employee performance remains unexplained by these two variables opens avenues for future researchers to explore other factors—such as work motivation, the work environment, and leadership style—as suggested by the findings of Putri and Tarmizi (2024) and Kaesang et al. (2021). These findings also directly address the third research question posed in Chapter I, confirming that work culture and continuance commitment simultaneously exert a significant influence on employee performance at PT. Mabar Feed Indonesia. Thus, all three research questions initially posed—regarding the partial influence of work culture, the partial influence of continuance commitment, and their simultaneous influence on employee performance—have been consistently answered through the data analysis presented in this chapter.

CONCLUSION

Based on the data analysis and discussion presented in the previous chapter regarding the influence of Work Culture and Continuance Commitment on Employee Performance at PT. Mabar Feed Indonesia, the following conclusions can be drawn:

1. Work Culture has a positive and significant partial effect on Employee Performance at PT. Mabar Feed Indonesia. This is evidenced by a calculated t -value of 3.579—which exceeds the t -table value—with a significance level of 0.001 (< 0.05) and a regression coefficient of 0.341; thus, H1 is accepted. This indicates that the better the work culture implemented, the higher the resulting employee performance.
2. Continuance Commitment has a positive and significant partial effect on Employee Performance at PT. Mabar Feed Indonesia. This is evidenced by a calculated t -value of 2.990—which exceeds the t -table value—with a significance level of 0.004 (< 0.05) and a regression coefficient of 0.201; thus, H2 is accepted. This indicates that the higher the employees' continuance commitment, the higher the resulting performance.
3. Work Culture and Continuance Commitment simultaneously have a positive and significant effect on Employee Performance at PT. Mabar Feed Indonesia. This is evidenced by a calculated F -value of 29.217 with a significance level of 0.000 (< 0.05); thus, H3 is accepted. The Adjusted R-Square value of 0.391 indicates that these two variables explain 39.1% of the variation in Employee Performance, while the remaining 60.9% is influenced by factors outside this research model, such as work motivation, the work environment, and leadership style.

Based on the conclusions outlined above, the author offers the following suggestions:

1. The company is advised to maintain and further improve its existing positive work culture—particularly regarding workplace discipline, such as punctuality and adherence to Standard Operating Procedures (SOPs) and safety protocols—given that pre-survey results revealed ongoing violations in these areas. Furthermore, the company should establish clearer, more measurable work targets to serve as a benchmark for performance evaluation, thereby enabling a more objective assessment of performance improvements. Finally, the company is encouraged to prioritize employee well-being and foster long-term working relationships to ensure the continued maintenance of the established commitment.

2. Employees are expected to continuously enhance their work discipline—particularly regarding punctuality and adherence to applicable workplace safety regulations and procedures—to ensure the maintenance of a positive work culture. Furthermore, employees are expected to sustain and strengthen their commitment to the company as a means of actively contributing to the achievement of shared goals.
3. Considering that the Work Culture and Continuous Commitment variables in this study were only able to explain 39.1% of the variation in employee performance, future researchers are advised to add other variables that are thought to influence employee performance, such as work motivation, work environment, leadership style, or job satisfaction. Future researchers are also advised to expand the research object to different companies or industrial sectors, as well as adding other research methods such as in-depth interviews to enrich the analysis results.

REFERENCES

- Delvin, S., & Pohan, Y. A. (2025). Pengaruh Komitmen Afektif, Komitmen Berkelanjutan dan Komitmen Normatif Terhadap Kinerja Karyawan PT Navya Retail Indonesia. *RIGGS*, 4(3), 7540–7550.
- Erri, D., Lestari, A. P., & Asymar, H. H. (2021). Pengaruh gaya kepemimpinan terhadap kinerja karyawan pada PT. Melzer Global Sejahtera Jakarta.
- Ghozali, I. (2021). Aplikasi Analisis Multivariate dengan Program IBM SPSS 26 (Edisi 10). Badan Penerbit Universitas Diponegoro.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2018). *Multivariate Data Analysis* (8th ed.). Cengage Learning.
- Hasibuan, M. S. P. (2017). *Manajemen Sumber Daya Manusia*. Jakarta : Bumi Aksara
- Kaesang, S. V., Pio, R. J., & Tatimu, V. (2021). Pengaruh Budaya Kerja dan Motivasi Terhadap Kinerja Karyawan. *Productivity*, 2(5), 391–396.
- Khusna, K., Apriono, M., & Putri, S. D. (2025). Peran Komitmen Berkelanjutan Sebagai Variabel Moderasi: Pengaruh Lingkungan Kerja dan Keadilan Organisasi Terhadap Kinerja Pegawai. *Journal of Business & Applied Management*, 18(1), 81–92. <https://doi.org/10.30813/jbam.v18i1.7895>.
- Laksono, P. Y. M., & Inggawati, V. R. (2024). Pengaruh Budaya Kerja dan Motivasi Terhadap Kinerja Karyawan Hotel Gunawangsa MERR Surabaya. *Jurnal Bisnis Perspektif (BIP's)*, 16(1), 29–40.
- Mangkunegara, A. P. (2017). *Manajemen Sumber Daya Manusia Perusahaan*, Bandung: PT Remaja Rosdakarya.
- Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61–89.
- Meyer, J. P., & Allen, N. J. (1997). *Commitment in the Workplace: Theory, Research*,
- Muhyi, H. A. (2021). Pengaruh Komitmen Afektif, Komitmen Berkelanjutan dan Komitmen Normatif terhadap Kinerja Pengurus Koperasi di Kota Sukabumi, Jawa Barat. *AdBispreneur: Jurnal Pemikiran dan Penelitian Administrasi Bisnis dan Kewirausahaan*, 6(1), 53–65. <https://doi.org/10.24198/adbispreneur.v6i1.32494>.
- Nurlya, I., Kusumawardhani, U. A., & Orchidea, I. (2025). Pengaruh Budaya Kerja dan Motivasi terhadap Kinerja Karyawan pada Bank bjb Cabang Suci. *Journal of Innovation in Management, Accounting and Business*, 4(2), 293–301. <https://doi.org/10.56916/jimab.v4i2.1481>.
- Prabowo, A., Adam, A. A., Subhan, Z. N., Tanjung, Y., Parhusip, A. A., & Deviana, A. Irwansyah.(2025). Sustainable Business Practices in Coffee Shops: The Role of Marketing Innovation, Digital Marketing, and Branding Innovation Through Market Development. *International Journal of Accounting and Economics Studies*, 12 (6), 43, 50. <https://doi.org/10.14419/p0k0pc78>
- Prabowo, A., Adillah, R., Tanjung, Y., Parhusip, A. A., & Maliky, A. (2025). Canva training for students: Meningkatkan daya saing dan kreativitas personal branding pada era revolusi digital. *Jurnal Pengabdian UntukMu NegeRI*, 9(3), 421–431.
- Prabowo, A., Dewi, A. F., Parhusip, A. A., Wijaya, M. R., & Tanjung, Y. (2025). *MODERN ENTREPRENEURSHIP (Entrepreneurial Mindset: Cara Berpikir Yang Mengubah Ide Menjadi Realitas)*. Serasi Media Teknologi.
- Prabowo, A., Pohan, Y. A., Adam, A. A., Aulanda, N. F., & Roni, S. (2024). Transformasi Era Digitalisasi Dalam Membentuk Jiwa Leadership Pada Gen-Z Dan Millenial. *Kolaborasi: Jurnal Hasil Kegiatan Kolaborasi Pengabdian Masyarakat*, 2(2), 01–12.
- Puspita, Anitra, & Karhab. (2025). Pengaruh Komitmen Organisasi terhadap Kinerja Karyawan PT. Pelindo melalui Lingkungan Kerja sebagai Mediator.

- Putri, D. S., & Tarmizi, A. (2024). Pengaruh Motivasi Kerja, Lingkungan Kerja, dan Budaya Kerja Terhadap Kinerja Karyawan Hotel Khalisma. *Jurnal Portofolio: Jurnal Manajemen dan Bisnis*, 3(2). <https://doi.org/10.70704/jpmb.v3i2.271>.
- Rizki, S., Prabowo, A., & Pasaribu, E. S. (2025). Optimalisasi Kinerja Karyawan Pada Kawasan Industri di Sumatera Utara: Peran Work Engagement dan Employee Experience melalui Safety Knowledge: Optimizing Employee Performance in Industrial Areas in North Sumatra: The Role of Work Engagement and Employee Experience through Safety Knowledge. *Economic and Education Journal (Ecoducation)*, 7(3), 1022-1038.
- Sapta, I. K. S., Muafi, & Setini, N. M. (2021). The Role of Technology, Organizational Culture, and Job Satisfaction in Improving Employee Performance during the Covid-19 Pandemic. *Journal of Asian Finance, Economics and Business*, 8(1), 495–505.
- Sari, D. (2024). Pengaruh Budaya Kerja terhadap Kinerja Karyawan.
- Saunders, M. N. K., Lewis, P., & Thornhill, A. (2023). *Research Methods for Business Students* (9th ed.). Pearson.
- Schein, E. H. (1985). *Organizational Culture and Leadership*. San Francisco: Jossey-Bass.
- Sekaran, U., & Bougie, R. (2020). *Research Methods for Business: A Skill Building Approach* (8th ed.). John Wiley & Sons.
- Septa, E. E., & Erdiansyah, R. (2024). Pengaruh budaya kerja dan motivasi kerja terhadap kinerja karyawan dengan disiplin kerja sebagai variabel mediasi. *Jurnal Manajemen Bisnis dan Kewirausahaan*, 8(3), 657–667. <https://doi.org/10.24912/jmbk.v8i3.30240>.
- Sugiyono. (2022). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Alfabeta.
- Tanjung, S., & Prabowo, A. (2025). Analisis social media marketing dan customer relationship marketing terhadap kepuasan konsumen Sikologi Coffee. *Economic and Education Journal (Ecoducation)*, 7 (3), 975–989.
- Terry, G. R. (2006). *Prinsip-Prinsip Manajemen*. Jakarta: Bumi Aksara.
- Yanti, R., Fikri, K., & Nofirda, F. A. (2022). Pengaruh Gaya Kepemimpinan Dan Kompetensi Terhadap Kinerja Karyawan Di PT. Felousa Trimedika Indonesia (Studi Kasus Pada PT. Felousa Trimedika Indonesia). *Ecountbis: Economics, Accounting ...*, 2(2), 377–386.