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Work Culture and Employee Performance: Commitment Mediation in Bolaang Mongondow Civil Service Police

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Abstract

Uneven workforce productivity persists across local-government enforcement agencies, yet scholarship rarely clarifies whether work culture drives performance directly or through internal psychological attachment. Grounded in the Resource-Based View and Social Exchange Theory, this study examines the direct and commitment-mediated effects of work culture on employee performance at the Civil Service Police Unit of Bolaang Mongondow Regency, Indonesia. We conducted a quantitative explanatory census of all 105 active personnel with a 100% response rate and analyzed primary questionnaire data using partial least squares structural equation modeling with bootstrapping. For analytical transparency, the focal pathways were extracted from a broader institutional model that also included standard operating procedures. The findings demonstrate that work culture positively affects employee performance directly (path coefficient = 0.169, t = 2.052, p = 0.020) and strongly strengthens employee commitment (0.390, t = 4.781, p < 0.001), while employee commitment significantly enhances employee performance (0.283, t = 3.324, p < 0.001). Crucially, work culture exerts a positive indirect effect on performance through employee commitment (0.110, t = 2.695, p = 0.004), confirming complementary mediation that transmits 39.43% of the total focal effect (0.279) within a broader model explaining 36.0% of performance variance. This study advances strategic management and public-sector economics by validating a synergistic dual-pathway human-capital mechanism in frontline regulatory enforcement. Municipal leaders should align cultural standardization with reciprocal commitment-building practices to sustain frontline service delivery and strengthen local institutional capacity.

Keywords: Work Culture, Employee Commitment, Complementary Mediation, Social Exchange Theory, Public-Sector Performance.

JEL Classification: D23, H83, J24, M12, M14.

Introduction

Public-sector labor productivity and regulatory enforcement consistency remain critical determinants of institutional capacity and regional economic stability across decentralized governments. International assessments by the Organisation for Economic Co-operation and

Development (OECD, 2021) emphasize that the efficiency of public administration depends heavily on how subnational agencies allocate human resources and translate institutional mandates into reliable frontline service delivery. When local regulatory institutions operate effectively, they establish predictable civic order, reduce transaction uncertainty for local businesses, and safeguard community assets. Conversely, persistent disparities in personnel capability, weak operational initiative, and inconsistent task implementation frequently undermine public-sector productivity in emerging economies (Zuhanea, 2021; Iddrisu & Mohammed, 2024). In Indonesia, this institutional challenge is particularly salient within the Civil Service Police Unit (Satpol PP), the regional government agency mandated to enforce local regulations, maintain public order, and conduct community protection operations. Because field enforcement demands rapid coordination, strict procedural discipline, and professional responsiveness under dynamic public conditions, uneven employee performance directly erodes public accountability and impedes the achievement of Sustainable Development Goal (SDG) 16 on building effective, accountable, and inclusive institutions.

Within organizational economics and strategic management, scholars increasingly investigate how internal intangible assets—specifically work culture—govern workforce behavior and productivity (Schein & Schein, 2017; Robbins & Judge, 2022). A first stream of recent literature examines the direct effect of work or organizational culture on employee performance. Work culture comprises the shared values, norms, assumptions, habits, and behavioral expectations that guide how personnel execute their organizational responsibilities. Meta-analytic and systematic review studies indicate that constructive organizational cultures supportive of learning, knowledge sharing, and collaborative discipline are positively associated with workforce performance (Liu et al., 2021; Selviyanti et al., 2023). Empirical investigations across corporate and public-service organizations similarly suggest that a disciplined work culture encourages punctuality, task responsibility, and service quality (Kholilah & Sukandar, 2024; Muslimin et al., 2024). However, conflicting empirical evidence demonstrates that the presence of formal cultural values does not automatically generate uniform performance across employees. Recent studies reveal that personnel operating within the same organizational environment often display divergent productivity levels when value internalization remains uneven or when weak trust, fluctuating motivation, and low workplace loyalty disrupt daily execution (Rachman et al., 2024; Utama et al., 2025). This empirical paradox suggests that modeling work culture solely as a direct predictor of performance

overlooks the internal psychological mechanism that converts organizational norms into consistent individual output.

To explain how institutional environments translate into employee behavior, a second stream of scholarship focuses on employee commitment through the lens of workplace reciprocity (Meyer & Allen, 1997; Klein et al., 2021; Ahmad et al., 2023). Employee commitment reflects an individual's psychological attachment to, identification with, and willingness to contribute toward organizational values and goals. Cross-national empirical studies demonstrate that supportive cultural norms, participative voice, and team-oriented practices strengthen employee commitment across diverse institutional settings, including municipal and public entities in Spain (Triguero-Sánchez et al., 2022), public-sector teams in India (Mishra & Kasim, 2023), public agencies in Nigeria and Ghana (Olayiwola & Akeke, 2022; Iddrisu & Mohammed, 2024), and regional bureaucracies in Indonesia (Hanafi et al., 2022). When frontline managers and organizational climates reinforce fair treatment, transparent communication, and shared accountability, personnel reciprocate with deeper affective and normative attachment (Imam et al., 2023; Kilroy et al., 2023). Building on this relationship, a third stream of literature positions employee commitment as a mediating mechanism linking organizational culture to employee performance (Zuhanea, 2021; Korda & Rachmawati, 2022; Mahmud et al., 2023; Wanto & Kusumatuti, 2023; Suarlin et al., 2026; Zulkifli & Khajar, 2026). Yet a theoretical debate remains unresolved: whereas several scholars view commitment as an indirect psychological pathway that supersedes direct cultural habits (Wanto & Kusumatuti, 2023), others suggest that cultural routines and employee commitment operate concurrently as complementary drivers of workforce performance (Damayanti & Darmawan, 2025; Suarlin et al., 2026). Resolving this debate holds global relevance beyond Indonesia, as subnational governments across developing and developed economies seek non-pecuniary human-capital mechanisms to improve frontline service delivery under fiscal constraints.

Despite these scholarly advances, three critical gaps persist in the literature. First, from a theoretical perspective, prior public-sector studies rarely integrate strategic capability frameworks with micro-level social-exchange processes to explain how direct cultural routines and mediated commitment effects operate simultaneously. Second, regarding mechanism and measurement, existing mediation studies predominantly focus on routine administrative, clerical, or educational institutions (Zuhanea, 2021; Korda & Rachmawati, 2022), leaving it unclear whether complementary mediation holds in high-friction regulatory enforcement

environments. Third, contextually, micro-level empirical evidence from local-government public-order units remains scarce. At the Satpol PP of Bolaang Mongondow Regency, Indonesia, internal operational evaluations reveal marked differences in employee productivity, inconsistent implementation of field assignments, variations in task completion speed, and disparities in service and enforcement quality across personnel. These performance inconsistencies coincide with uneven internalization of discipline, responsibility, teamwork, integrity, and institutional values, underscoring the need to examine how work culture and employee commitment jointly shape performance in a frontline public-order organization.

To address these gaps, this study integrates the Resource-Based View (RBV) (Barney, 1991) and Social Exchange Theory (SET) (Klein et al., 2021; Ahmad et al., 2023) as its causal foundation. Under the RBV framework, work culture functions as an intangible organizational resource embedded in shared routines of punctuality, independence, positive attitudes, responsible behavior, discipline, effectiveness, work quantity, and output quality (Barney, 1991; Schein & Schein, 2017). When an organization institutionalizes these cultural norms, it establishes clear behavioral standards that reduce coordination costs and directly guide employees toward timely completion, resource efficiency, and reliable task execution (Selviyanti et al., 2023; Kholilah & Sukandar, 2024). We therefore formulate the first hypothesis: H1: Work culture has a positive and significant effect on employee performance. Complementing RBV, SET posits that workplace relationships develop through reciprocal exchanges shaped by organizational conditions (Ahmad et al., 2023; Kilroy et al., 2023). When employees experience a constructive, fair, and coherent work culture that emphasizes mutual cooperation, integrity, professionalism, and shared responsibility, they interpret this climate as supportive institutional treatment and reciprocate with stronger psychological attachment and identification with organizational goals (Olayiwola & Akeke, 2022; Triguero-Sánchez et al., 2022). Consequently, we propose the second hypothesis: H2: Work culture has a positive and significant effect on employee commitment.

In turn, SET and organizational commitment theory explain that personnel who possess strong psychological attachment translate that bond into dedicated work effort (Meyer & Allen, 1997; Pahos & Galanaki, 2022). Committed employees demonstrate greater persistence, personal initiative, planning accuracy, and accountability in maintaining output quality, timeliness, and operational monitoring, which directly improves individual performance across public and private institutions (Nabhan & Munajat, 2023; Aliddin et al., 2024; Muslimin et al., 2024). Accordingly, we advance the third hypothesis: H3: Employee commitment has a

positive and significant effect on employee performance. Furthermore, because shared cultural norms do not automatically produce uniform behavior unless personnel personally accept institutional mandates, employee commitment serves as the psychological mechanism through which work culture is internalized and converted into consistent field behavior (Korda & Rachmawati, 2022; Suarjana et al., 2023; Suarlin et al., 2026). Rather than replacing direct cultural discipline, commitment complements and amplifies the influence of work culture on performance. Therefore, we formulate the fourth hypothesis: H4: Employee commitment positively mediates the effect of work culture on employee performance.

This study aligns with the journal's focus area of Business Strategy and Competitive Advantage by investigating how intangible organizational capabilities and human-capital mechanisms drive organizational performance. It bridges economic analysis of public-sector labor productivity and municipal institutional capacity with strategic management scholarship on internal resource deployment. This study makes three contributions to the literature. First, theoretically, it synthesizes RBV and SET to validate a complementary mediation mechanism in which work culture enhances performance both directly through standardized behavioral routines and indirectly through reciprocal employee commitment. Second, contextually, it provides empirical evidence from a local-government law-enforcement and public-order unit (Satpol PP) in Indonesia, extending public-sector performance research beyond routine administrative offices. Third, managerially, it demonstrates why public-sector leaders must integrate cultural institutionalization with deliberate commitment-building practices to resolve frontline productivity disparities. The central argument of this article is that while a constructive work culture directly supports frontline employee performance, its effectiveness relies substantially on cultivating employee commitment as a complementary psychological conduit. Applying partial least squares structural equation modeling (PLS-SEM) to primary survey data from 105 Satpol PP employees in Bolaang Mongondow Regency—extracted from a broader structural model that also incorporates standard operating procedures (SOP)—the empirical results confirm that work culture positively influences employee performance both directly ($\beta = 0.169, t = 2.052, p = 0.020$) and indirectly through employee commitment ($\beta = 0.110, t = 2.695, p = 0.004$). The subsequent sections detail the research method, present the empirical findings and thematic discussion, and state the final conclusions.

Research Method

This study employed a quantitative explanatory survey design grounded in a positivist paradigm to examine the direct and commitment-mediated effects of work culture on employee performance. The unit of analysis comprised individual civil-service personnel at the Civil Service Police Unit (Satpol PP) of Bolaang Mongondow Regency, North Sulawesi, Indonesia. Selecting a regional public-order and regulatory enforcement agency provided an appropriate institutional setting to test how intangible cultural capabilities and psychological commitment operate under frontline field pressures. To estimate the hypothesized relationships among the latent constructs, we applied variance-based partial least squares structural equation modeling (PLS-SEM) using SmartPLS software. This analytical approach suited the research problem because PLS-SEM effectively estimates multiple-indicator mediation pathways, maximizes the explained variance of endogenous performance constructs, and maintains high statistical power in moderate institutional sample sizes without requiring restrictive distributional assumptions (Hair et al., 2022).

Primary cross-sectional data were collected through structured questionnaires administered directly to employees at the Satpol PP of Bolaang Mongondow Regency. Because the agency maintained a complete and accessible personnel roster, we conducted a full census of all 105 active employees rather than drawing a partial sample. All active operational and administrative personnel assigned to the unit were included in the survey, ensuring comprehensive representation across gender, age groups, educational backgrounds, and organizational tenure. Direct field administration yielded 105 completed questionnaires, representing a 100% response rate that eliminated unit non-response bias. Data screening confirmed that all 105 returned questionnaires contained complete responses across every measurement item, requiring no case deletion or statistical imputation for missing data and exhibiting no extreme outlier distortions. A final sample size of 105 observations satisfied established PLS-SEM sample adequacy benchmarks, exceeding the minimum statistical power requirements for detecting medium effect sizes at a 5% significance level in structural models with up to three predictors (Hair et al., 2022).

The empirical specification evaluated three focal latent constructs: work culture as the exogenous variable (X), employee commitment as the mediating variable (M), and employee performance as the endogenous variable (Y). For full methodological transparency, the structural relationships analyzed in this study were extracted from a broader institutional model

that also included standard operating procedures (SOP) as an additional exogenous predictor; consequently, all reported path coefficients, explained variances, and effect sizes represent the empirical estimates of that full multi-predictor estimation rather than a newly re-estimated three-variable model. Work culture (X) was operationalized through eight behavioral indicators reflecting punctuality, work independence, positive attitude, responsible behavior, procedural discipline, task effectiveness, work quantity, and output quality, adapted from established organizational culture frameworks (Schein & Schein, 2017; Robbins & Judge, 2022). Employee commitment (M) measured employees' psychological attachment to organizational values, identification with institutional goals, and willingness to contribute to agency success, grounded in workplace commitment theory (Meyer & Allen, 1997; Klein et al., 2021). Employee performance (Y) was assessed across ten operational dimensions—work quality, output quantity, timeliness, effectiveness, independence, work planning, task implementation, performance monitoring, resource efficiency, and work loyalty—derived from human-resource performance frameworks (Wibowo, 2017; Robbins & Judge, 2022). In the measurement model evaluation, all retained reflective indicators demonstrated strong convergent validity, surpassing the 0.70 outer-loading threshold (Hair et al., 2022), with observed outer loadings ranging from 0.836 to 0.915 for work culture, 0.790 to 0.898 for employee commitment, and 0.816 to 0.912 for employee performance. Construct reliability and discriminant validity were verified alongside convergent validity prior to testing the structural paths.

The statistical estimation followed a two-stage PLS-SEM evaluation protocol. Following the outer measurement model verification, we assessed the inner structural model by examining standardized path coefficients (β), coefficients of determination (R^2), and effect sizes (f^2) to evaluate the substantive predictive contribution of each construct (Hair et al., 2022). Statistical significance for the direct hypotheses (H1–H3) and the specific indirect mediation effect (H4) was tested via non-parametric bootstrapping to obtain empirical t-statistics and p-values. The mediation mechanism was classified using the contemporary decision tree distinguishing complementary, competitive, and indirect-only mediation based on the joint significance and directional alignment of direct and specific indirect paths (Zhao et al., 2010; Hair et al., 2022). To mitigate potential common method bias arising from single-source self-report data, we implemented procedural remedies during questionnaire administration, including guaranteeing respondent anonymity, assuring personnel that there were no right or wrong answers, and clearly separating predictor and outcome sections (Podsakoff et al., 2012). In compliance with research ethics standards, participation was voluntary with informed consent, and all responses

were anonymized and analyzed solely in aggregate form to protect employee confidentiality, as specified in the data availability and ethics statements.

Results

Workforce Demographic Structure and Respondent Profile

The empirical estimation draws on a complete census of 105 active personnel at the Civil Service Police Unit (Satpol PP) of Bolaang Mongondow Regency, reflecting a 100% questionnaire return and completion rate. Evaluating the demographic composition of the workforce establishes the human-capital baseline of the agency prior to analyzing the latent structural relationships. Table 1 summarizes the distribution of respondents across gender, age cohorts, formal educational attainment, and organizational tenure.

Table 1. Respondent Demographic and Workforce Profile ($N = 105$)

Demographic Characteristic	Category Subgroup	Frequency (n)	Percentage (%)
Gender	Male	90	85.71
Gender	Female	15	14.29
Age Group	31–40 years	44	41.90
Age Group	41–50 years	43	40.95
Age Group	Other age brackets	18	17.15
Educational Attainment	Senior high school	91	86.67
Educational Attainment	Bachelor's degree	12	11.43
Educational Attainment	Master's degree	2	1.90
Organizational Tenure	5–10 years	18	17.14
Organizational Tenure	11–15 years	42	40.00
Organizational Tenure	16–20 years	37	35.24
Organizational Tenure	More than 21 years	8	7.62

Notes: $N = 105$ active civil-service enforcement personnel. Percentages are calculated relative to the total census population of the unit.

As shown in Table 1, the workforce profile of the Satpol PP in Bolaang Mongondow Regency exhibits pronounced structural concentration across all four demographic dimensions. In terms of gender composition, male employees dominate the unit, accounting for 90 personnel or 85.71% of the workforce, whereas female employees account for 15 personnel or 14.29%. This distribution reflects the operational demands of municipal public-order agencies, where patrol deployment, physical crowd management, community protection, and regional regulation enforcement have historically recruited a predominantly male field force.

The age distribution indicates that the agency relies primarily on mid-career personnel. The largest cohort comprises employees aged 31–40 years, totaling 44 respondents (41.90%), followed closely by the 41–50 year bracket with 43 respondents (40.95%). Combined, these

two prime working-age cohorts represent 87 employees, or 82.85% of the entire unit, while the remaining 18 personnel (17.15%) fall outside the 31–50 year range. This age structure indicates that the vast majority of respondents possess substantial life and occupational maturity while remaining within an active physical age range required for field assignments.

Regarding formal educational attainment, the workforce is heavily concentrated at the secondary education level. Specifically, 91 respondents (86.67%) hold a senior high school diploma as their highest formal qualification, whereas 12 personnel (11.43%) hold an undergraduate bachelor's degree and 2 personnel (1.90%) hold a postgraduate master's degree. Consequently, tertiary degree holders constitute 13.33% of the unit's human capital. In a workforce where nearly nine out of ten frontline officers enter service with a senior high school credential, daily task execution relies heavily on shared organizational routines, institutionalized work culture, and on-the-job socialization rather than advanced academic specialization.

The organizational tenure distribution further reinforces the long-serving nature of the respondent pool. Exactly 42 respondents (40.00%) have served within the agency for 11–15 years, and another 37 respondents (35.24%) have accumulated 16–20 years of service. Together, employees with 11 to 20 years of institutional tenure represent 79 personnel, or 75.24% of the total workforce. Meanwhile, 18 employees (17.14%) report a tenure of 5–10 years, and 8 veteran personnel (7.62%) have served for more than 21 years. Because every respondent has worked in the organization for at least five years—and more than four-fifths have exceeded a decade of service—the surveyed personnel possess extensive firsthand exposure to the agency's cultural norms, leadership expectations, and field enforcement routines, ensuring highly informed responses across all survey indicators.

Measurement Model Evaluation and Construct Validity

Before estimating the structural relationships among the latent variables, we evaluated the reflective measurement model (outer model) in SmartPLS to verify that all observed questionnaire items reliably and validly represented their underlying constructs. The outer model assessment examined convergent validity through standardized indicator outer loadings across the three focal constructs: work culture (X), employee commitment (M), and employee performance (Y). Table 2 summarizes the operational dimensions, outer loading ranges, squared loading ranges (indicator reliability), and convergent validity status for each latent construct.

Table 2. Measurement Model Convergent Validity and Outer Loading Summary

Latent Construct	Model Role	Operational Dimensions	Outer Loading Range	Squared Loading Range	Validity Status
Work Culture (X)	Exogenous	8 behavioral dimensions	0.836–0.915	0.699–0.837	Valid (> 0.70)
Employee Commitment (M)	Mediating	Value and goal attachment	0.790–0.898	0.624–0.806	Valid (> 0.70)
Employee Performance (Y)	Endogenous	10 performance dimensions	0.816–0.912	0.666–0.832	Valid (> 0.70)

Notes: Convergent validity was evaluated against the standard outer-loading threshold of 0.70 (Hair et al., 2022). Squared loadings denote the proportion of indicator variance explained by the latent construct.

As reported in Table 2, all retained measurement items across the three focal constructs exceeded the 0.70 outer-loading benchmark required for convergent validity (Hair et al., 2022). For the exogenous construct, work culture (X) was measured across eight behavioral dimensions capturing punctuality, work independence, positive attitude, responsible behavior, procedural discipline, task effectiveness, work quantity, and output quality. Standardized outer loadings for the work-culture indicators ranged from a minimum of 0.836 to a maximum of 0.915. Squaring these standardized loadings indicates that the latent work-culture construct accounts for between 69.9% and 83.7% of the variance in each individual behavioral item, well above the minimum 50.0% indicator-reliability threshold. This narrow band of high loadings confirms that punctuality, discipline, responsibility, and quality expectations cohere tightly as a unified cultural resource within the agency.

For the mediating construct, employee commitment (M) captured personnel attachment to organizational values, identification with institutional goals, and willingness to exert effort toward agency success. The standardized outer loadings for employee-commitment indicators ranged between 0.790 and 0.898, surpassing the 0.70 cutoff across all items. In terms of indicator reliability, the latent commitment factor explains between 62.4% and 80.6% of the variance in its observed indicators. These psychometric values confirm that employees' affective bond and normative sense of obligation operate as a consistent, well-defined latent dimension.

For the endogenous outcome construct, employee performance (Y) was assessed across ten operational dimensions encompassing work quality, output quantity, timeliness, effectiveness, independence, work planning, task implementation, performance monitoring,

resource efficiency, and work loyalty. Standardized outer loadings for the employee-performance items ranged from 0.816 to 0.912. Consequently, the latent performance construct explains between 66.6% and 83.2% of the variance across its ten observed dimensions. Along with construct reliability and discriminant validity verification, these strong outer-loading distributions confirm that the measurement instruments exhibit robust psychometric integrity and are suitable for structural path estimation.

Direct Structural Path Estimates and Hypothesis Testing (H1–H3)

Following verification of the outer measurement model, we estimated the inner structural model using non-parametric bootstrapping in SmartPLS to test the hypothesized direct and indirect relationships. As noted in the methodological specification, these focal pathways were extracted from a broader structural estimation that also included standard operating procedures (SOP) as a parallel predictor. Table 3 presents the standardized path coefficients (β), empirical t-statistics, p-values, and hypothesis decisions for all direct and mediated pathways.

Table 3. Focal Structural Path Coefficients and Mediation Testing Results

Hypothesis and Structural Pathway	Path Coefficient (β)	t-Statistic	p-Value	Empirical Decision
H1: Work Culture → Employee Performance	0.169	2.052	0.020	Supported
H2: Work Culture → Employee Commitment	0.390	4.781	< 0.001	Supported
H3: Employee Commitment → Employee Performance	0.283	3.324	< 0.001	Supported
H4: Work Culture → Commitment → Performance	0.110	2.695	0.004	Supported
Focal Total Effect (Direct + Indirect Pathway)	0.279	—	—	Positive Total Effect

Notes: Structural estimates were derived via PLS-SEM bootstrapping ($N = 105$) from the broader multi-predictor model containing SOP. Statistical significance was evaluated at the $\alpha = 0.05$ threshold.

The direct structural estimates in Table 3 provide empirical support for all three direct hypotheses (H1, H2, and H3). Regarding the first hypothesis (H1), which posits that work culture has a positive and significant direct effect on employee performance, the PLS-SEM estimation yields a standardized path coefficient of $\beta = 0.169$, with an empirical t-statistic of 2.052 and a p-value of 0.020. Because the t-statistic exceeds the critical value of 1.96 and $p < 0.05$, H1 is statistically supported. In practical magnitude, holding other model factors constant, a one-standard-deviation increase in work culture directly increases frontline employee performance by 0.169 standard deviations. This result indicates that shared

behavioral norms regarding punctuality, procedural discipline, independence, and output quality exert an immediate, direct positive influence on how Satpol PP personnel execute their daily enforcement duties.

Regarding the second hypothesis (H2), which proposes that work culture has a positive and significant effect on employee commitment, the structural model demonstrates a strong positive path coefficient of $\beta = 0.390$, accompanied by a t-statistic of 4.781 and a p-value of less than 0.001. This relationship is highly significant at the $p < 0.001$ level, providing robust empirical support for H2. Substantively, a one-standard-deviation improvement in work culture generates a 0.390 standard-deviation increase in employee commitment. Among all focal direct paths in Table 3, the linkage from work culture to employee commitment exhibits the largest standardized coefficient ($\beta = 0.390$), more than double the magnitude of the direct path from work culture to performance ($\beta = 0.169$). This pattern demonstrates that a constructive work culture operates powerfully in shaping employees' psychological attachment and identification with organizational goals.

Regarding the third hypothesis (H3), which states that employee commitment has a positive and significant effect on employee performance, the estimation reveals a standardized path coefficient of $\beta = 0.283$, with a t-statistic of 3.324 and a p-value of less than 0.001. Because $p < 0.001$, H3 is strongly supported. In practical terms, a one-standard-deviation increase in employee commitment leads to a 0.283 standard-deviation increase in employee performance. Comparing the two direct antecedents of employee performance in the focal pathway reveals that employee commitment ($\beta = 0.283, t = 3.324$) exerts a stronger proximate effect on task performance than the direct unmediated path of work culture ($\beta = 0.169, t = 2.052$). Personnel who possess stronger attachment to the agency's mission consistently achieve higher work quality, timeliness, planning accuracy, and monitoring effectiveness.

Complementary Mediation Analysis and Pathway Decomposition (H4)

To test the fourth hypothesis (H4), which posits that employee commitment positively mediates the effect of work culture on employee performance, we evaluated the specific indirect effect generated through the bootstrapping procedure. As shown in Table 3, the specific indirect pathway from work culture through employee commitment to employee performance (Work Culture → Employee Commitment → Employee Performance) yields a standardized point estimate of $\beta = 0.110$ (the product of the constituent paths 0.390×0.283), with an

empirical t-statistic of 2.695 and a p-value of 0.004. Because $p < 0.01$, the indirect mediation effect is positive and statistically significant, confirming H4.

To clarify the structural nature of this mediation mechanism, we decomposed the focal total effect of work culture on employee performance into its direct and commitment-mediated components. Within the focal triad, combining the direct effect ($\beta = 0.169$) and the specific indirect effect ($\beta = 0.110$) produces a total focal effect of $\beta_{\text{total}} = 0.279$. A one-standard-deviation strengthening of work culture therefore increases employee performance by a total of 0.279 standard deviations when accounting for both direct behavioral compliance and indirect psychological commitment. Calculating the relative proportion of each pathway (Variance Accounted For [VAF] within the focal relationship) shows that the direct pathway accounts for 60.57% ($0.169/0.279$) of work culture's total focal influence on performance, whereas the indirect pathway transmitted through employee commitment accounts for 39.43% ($0.110/0.279$) of the total effect.

Applying the mediation classification criteria established by Zhao et al. (2010) and Hair et al. (2022), the empirical pattern represents complementary mediation (partial mediation in which both pathways operate in the same positive direction). Specifically, both the direct path ($\beta = 0.169, p = 0.020$) and the specific indirect path ($\beta = 0.110, p = 0.004$) are statistically significant, and the product of the three path coefficients ($0.169 \times 0.390 \times 0.283 = 0.0187$) is positive. In substantive organizational terms, employee commitment neither fails to transmit cultural values nor completely replaces the direct influence of work culture. Rather, commitment functions as a vital complementary conduit that transmits nearly two-fifths of work culture's total focal contribution to frontline employee performance.

Explanatory Power and Effect Size Diagnostics

To evaluate the substantive predictive capability of the structural specification beyond individual p-values, we examined the coefficients of determination (R^2) and Cohen's effect sizes (f^2) reported for the full structural model. Table 4 presents the R^2 and f^2 estimates alongside their substantive magnitude classifications.

Table 4. Explanatory Power (R^2) and Effect Size (f^2) Estimates from the Full Structural Model

Predictor Construct	Target Endogenous Construct	Target R2 Value	Predictor f2 Value	Substantive Magnitude
Work Culture (X)	Employee Commitment (M)	0.209	0.037	Small-to-moderate effect
Work Culture (X)	Employee Performance (Y)	0.360	0.188	Medium-to-large effect
Employee Commitment (M)	Employee Performance (Y)	0.360	0.099	Small-to-medium effect

Notes: R^2 and f^2 values reflect the full structural model estimation that included both work culture and SOP as exogenous predictors. Effect size thresholds follow standard PLS-SEM guidelines ($0.02 =$ small, $0.15 =$ medium, $0.35 =$ large; Hair et al., 2022).

As detailed in Table 4, the full structural model exhibits a coefficient of determination (R^2) of 0.209 for employee commitment and 0.360 for employee performance. Because these values derive from the broader model specification that included SOP alongside work culture, they reflect the joint explanatory power of the full predictor set rather than a standalone three-variable estimation. Specifically, the full model accounts for 20.9% of the variance in employee commitment ($R^2 = 0.209$) and 36.0% of the variance in employee performance ($R^2 = 0.360$) among Satpol PP personnel. In cross-sectional organizational behavior research, explaining 36.0% of the variance in frontline civil-service performance indicates moderate and meaningful predictive accuracy, while leaving 64.0% of the variance attributable to unobserved individual and institutional factors outside the model.

Evaluating the f^2 effect sizes clarifies the unique incremental contribution of each construct to the explained variance of the endogenous outcomes in the full model. Under standard evaluation benchmarks ($0.02 =$ small, $0.15 =$ medium, $0.35 =$ large; Hair et al., 2022), work culture demonstrates an f^2 value of 0.188 on employee performance, surpassing the 0.15 threshold and indicating a solid medium-to-large substantive contribution to performance variance. Simultaneously, employee commitment demonstrates an f^2 value of 0.099 on employee performance, representing a meaningful small-to-medium effect size approaching the medium threshold. With respect to employee commitment as the target outcome in the full model, work culture registers an f^2 value of 0.037, exceeding the 0.02 minimum cutoff for a small but non-trivial effect size when estimated alongside SOP. Taken together, the R^2 and f^2 diagnostics confirm that both work culture and employee commitment

provide statistically and practically significant explanatory contributions to frontline employee performance.

Discussion

The empirical findings of this study suggest that employee performance in frontline public-sector regulatory enforcement depends on the concurrent operation of institutional norms and internal employee attachment. Analyzing census data from all 105 personnel at the Civil Service Police Unit (Satpol PP) of Bolaang Mongondow Regency—extracted from a broader structural model that also incorporates standard operating procedures (SOP)—the results confirm that work culture directly enhances employee performance and strongly fosters employee commitment, while employee commitment exerts a substantial positive effect on task performance. Crucially, the specific indirect pathway reveals that employee commitment acts as a significant complementary mediator, transmitting nearly two-fifths of work culture's total focal influence onto employee performance. Together, these findings indicate that while shared cultural discipline directly structures daily enforcement execution, its full productivity impact depends substantially on cultivating psychological reciprocity among frontline civil servants.

Unpacking why these dual pathways emerge requires integrating the strategic logic of the Resource-Based View (RBV) (Barney, 1991) with the behavioral reciprocity framework of Social Exchange Theory (SET) (Klein et al., 2021; Ahmad et al., 2023). Under the RBV perspective, work culture operates as a socially complex, intangible organizational resource embedded in everyday routines rather than merely a set of formal slogans. Within the Satpol PP, the operational indicators of work culture—punctuality, work independence, positive attitudes, responsible behavior, procedural discipline, task effectiveness, work quantity, and output quality—function as shared behavioral standards that coordinate collective action (Schein & Schein, 2017; Robbins & Judge, 2022). Because public-order enforcement requires synchronized patrol schedules, rapid field response, and consistent application of local bylaws, a strong work culture lowers coordination friction and narrows behavioral ambiguity. When personnel share common expectations regarding timely reporting and disciplined execution, work culture directly stabilizes work quality, timeliness, planning, and operational monitoring, which explains the statistically significant direct effect observed in the structural model ($\beta = 0.169$, medium-to-large $f^2 = 0.188$ in the full model).

Yet formal norms and habitual routines alone cannot explain how personnel sustain effort during unpredictable, high-friction field operations where direct supervisory oversight is limited. Here, SET clarifies the internal human-capital mechanism linking cultural environments to individual behavior. SET posits that employment relationships evolve through ongoing reciprocal exchanges in which employees respond to perceived organizational treatment with corresponding attitudes and discretionary effort (Pradhanawati et al., 2022; Ahmad et al., 2023; Kilroy et al., 2023). The empirical finding that work culture exhibits its strongest direct association with employee commitment ($\beta = 0.390, p < 0.001$) is consistent with this reciprocal mechanism. When employees experience a constructive work climate characterized by fair expectations, teamwork, integrity, professionalism, and mutual accountability, they interpret these cultural practices as supportive institutional treatment rather than arbitrary bureaucratic control. In return, personnel reciprocate by internalizing organizational values, strengthening their identification with agency goals, and building affective and normative loyalty (Meyer & Allen, 1997; Klein et al., 2021).

This reciprocal attachment subsequently translates into observable productivity gains, as evidenced by the robust effect of employee commitment on employee performance ($\beta = 0.283, p < 0.001$). Notably, employee commitment exerts a larger standardized proximate effect on performance than the direct unmediated pathway of work culture. In practical behavioral terms, while external cultural routines induce baseline compliance, psychological commitment motivates employees to exercise personal initiative, maintain resource efficiency, monitor ongoing tasks diligently, and uphold work loyalty even when field conditions grow stressful or contentious (Pahos & Galanaki, 2022; Aliddin et al., 2024).

The emergence of complementary mediation—where both the direct cultural route (60.57% of the focal total effect) and the commitment-mediated route (39.43% of the focal total effect) operate positively and simultaneously (Zhao et al., 2010)—reveals a mutually reinforcing architecture. Neither mechanism supersedes the other. Work culture provides the cognitive and behavioral blueprint specifying *how* enforcement tasks must be performed, whereas employee commitment supplies the psychological motivation explaining *why* personnel consistently adhere to those standards. This dual mechanism is particularly salient given the workforce composition of the Satpol PP in Bolaang Mongondow Regency, where 86.67% of personnel hold a senior high school qualification and 75.24% have accumulated between 11 and 20 years of institutional tenure. In a long-serving, non-graduate frontline workforce, technical performance relies less on formal university specialization and more on

continuous workplace socialization and reciprocal institutional trust. Without strong commitment, long-tenured officers risk slipping into routine compliance or bureaucratic inertia; conversely, without a disciplined work culture, committed officers lack consistent operational standards to channel their loyalty into uniform field execution.

Confronting these results with extant scholarship reveals clear points of convergence alongside meaningful extensions of ongoing theoretical debates. First, the positive direct association between work culture and employee performance confirms meta-analytic and systematic review findings showing that constructive, discipline-oriented organizational cultures consistently support workforce productivity (Liu et al., 2021; Selviyanti et al., 2023; Rahmawati et al., 2026). It also corroborates empirical investigations in Indonesian regional public offices and corporate entities—including urban village administrations, regional library and archive offices, and commercial enterprises—which found that shared cultural norms reinforce timeliness and output quality (Sukartini & Gaol, 2022; Kholilah & Sukandar, 2024; Wati et al., 2024). At the same time, our findings help resolve the empirical puzzle raised by studies documenting inconsistent performance outcomes despite formally stated cultural norms (Rachman et al., 2024; Utama et al., 2025). Rather than refuting the relevance of work culture, our mediation evidence suggests that uneven performance frequently arises when cultural values fail to trigger internal employee commitment, thereby severing nearly 40% of culture's total behavioral transmission channel.

Second, the strong positive linkage between work culture and employee commitment aligns with a broad body of cross-national public-sector and SET scholarship. Our findings echo evidence from Spanish public organizations demonstrating that collectivist and cohesive cultural norms substantially deepen employee commitment (Triguero-Sánchez et al., 2022), as well as multi-level public-sector findings in India showing that supportive team cultures foster strong organizational attachment (Mishra & Kasim, 2023). They are similarly consistent with studies in Nigeria and Vietnam confirming that core organizational culture dimensions directly predict employee commitment (Olayiwola & Akeke, 2022; The et al., 2022), and with Indonesian civil-service research demonstrating that supportive climates, transformational leadership, and supervisor communication strengthen affective commitment (Hanafi et al., 2022; Heriyanto & Rizal, 2022; Imam et al., 2023; Kilroy et al., 2023).

Third, the positive impact of employee commitment on employee performance corroborates empirical evidence across both public bureaucracies and state-owned enterprises. Specifically, our results mirror findings from public-office employees reported by Maria et al.

(2021), Indonesian civil-service analyses emphasizing values-based organizational commitment (Muslimin et al., 2024), and broader investigations establishing commitment and work engagement as decisive drivers of individual job performance (Al Farisi et al., 2023; Nabhan & Munajat, 2023; Aliddin et al., 2024). The relative strength of commitment's direct coefficient ($\beta = 0.283$) compared to work culture's direct coefficient ($\beta = 0.169$) reinforces arguments that psychological attachment serves as a closer behavioral antecedent to sustained job output than broader organizational climate perceptions alone.

Fourth, with respect to the unresolved mediation debate, our empirical validation of complementary mediation refines prior literature that has produced divergent patterns across institutional contexts. Several earlier studies positioned organizational commitment as an indirect mechanism linking culture, quality systems, or human-resource practices to performance in administrative, educational, and commercial settings (Zuhanea, 2021; Korda & Rachmawati, 2022; Labetubun & Dewi, 2022; Lestari et al., 2022; Lestari & Palupi, 2023; Purwoko & Fikri, 2023; Suranata et al., 2023; Wanto & Kusumatuti, 2023; Kurnia & Esthi, 2025). Our results align most closely with recent multi-path studies confirming that organizational culture retains an independent direct effect on performance even when employee commitment significantly mediates the relationship (Mahmud et al., 2023; Sari et al., 2023; Damayanti & Darmawan, 2025; Suarlin et al., 2026; Zulkifli & Khajar, 2026). Differences in the relative weight of direct versus indirect pathways across studies likely stem from institutional scale, task structure, and model specification. Unlike clerical offices or university administrative departments (Suprapti et al., 2023) where tasks are largely desk-bound and individualized, field enforcement in a regional civil-service police unit requires both immediate procedural adherence (sustaining the direct cultural effect) and voluntary personal dedication under public scrutiny (sustaining the commitment-mediated effect). Moreover, because our focal coefficients were estimated within a broader structural model containing SOP as a concurrent predictor, the persistence of both direct and mediated cultural effects demonstrates that informal cultural norms and psychological commitment remain indispensable even alongside codified procedural rules.

Although the empirical data originate from a single Indonesian regional agency, the underlying organizational economics carry direct relevance for public-sector reform worldwide. Across both developed and emerging economies, decentralized local governments face mounting fiscal constraints alongside rising citizen expectations for reliable municipal service delivery (OECD, 2021). When local authorities lack fiscal room to use performance-

based financial bonuses—a structural constraint common to statutory civil-service pay scales globally—non-pecuniary organizational capabilities become central levers for sustaining workforce productivity. The dynamics observed in Bolaang Mongondow parallel global evidence from diverse institutional environments, including public-sector employee voice and cultural trust dynamics in Ghana (Iddrisu & Mohammed, 2024), quality-oriented commitment mechanisms in Turkish public health facilities (Işık et al., 2023), collectivist public administration in Spain (Triguero-Sánchez et al., 2022), and team-culture performance structures in Indian public agencies (Mishra & Kasim, 2023). Within Indonesia, these findings also connect directly to national civil-service cultural standardization initiatives—such as the *BerAKHLAK* core values framework (Syawitri et al., 2022)—by showing that top-down value mandates achieve meaningful service-delivery gains only when translated into genuine employee commitment at the municipal level.

At a broader institutional level, strengthening frontline regulatory performance contributes directly to Sustainable Development Goal (SDG) 16, which targets effective, accountable, and inclusive public institutions at all levels. Municipal enforcement units such as the Satpol PP uphold local commercial zoning, public safety, and municipal bylaws that underpin everyday economic exchange. Consistent, professional enforcement reduces regulatory uncertainty for local micro, small, and medium enterprises and strengthens citizen trust in subnational governance. Consequently, investing in intangible cultural alignment and human-capital commitment is not merely an internal human-resource concern; it represents a foundational pillar of local institutional capacity and sustainable regional economic governance.

Nevertheless, evaluating external validity requires acknowledging clear institutional boundary conditions. First, the Satpol PP operates as a uniformed, hierarchically structured public-order agency whose workforce in Bolaang Mongondow is predominantly male (85.71%), mid-career (82.85% aged 31–50), senior-high-school educated (86.67%), and long-tenured (75.24% with 11–20 years of service). The relative balance between direct cultural compliance (60.57%) and commitment-driven mediation (39.43%) may shift in knowledge-intensive public agencies, research institutions, or private technology firms characterized by higher educational specialization, flatter hierarchies, greater task autonomy, and higher labor turnover. In such high-autonomy settings, psychological commitment may account for an even larger share of cultural transmission, whereas direct routine compliance may carry greater weight in strictly command-driven emergency or security units. Second, cultural norms interact

with regional collectivist traditions; while the reciprocal logic of SET holds across national cultures (Ahmad et al., 2023; Darke et al., 2024), the specific behavioral rituals that foster employee attachment must be calibrated to local socio-institutional contexts.

This study makes distinct contributions to both economic analysis and strategic management scholarship, bridging the two disciplines in explaining public-sector performance. First, in economics—specifically organizational and public-sector economics—the study illuminates how non-pecuniary institutional mechanisms mitigate agency problems and improve labor productivity in public bureaucracies. Standard principal-agent models in public administration highlight the difficulty of monitoring frontline enforcement personnel who operate in dispersed field environments under fixed civil-service salaries. Our findings demonstrate that a coherent work culture reduces coordination and monitoring costs directly, while reciprocal employee commitment functions as an internal incentive-alignment mechanism that elicits discretionary effort without requiring continuous pecuniary contracting.

Second, in business and strategic management, this research integrates the Resource-Based View (Barney, 1991; Schein & Schein, 2017) with Social Exchange Theory (Klein et al., 2021; Ahmad et al., 2023) to open the behavioral "black box" between intangible organizational resources and employee performance. While RBV establishes that deeply embedded organizational culture constitutes a valuable, difficult-to-imitate capability, it rarely specifies the micro-level psychological process through which collective norms convert into individual job output. By quantifying a complementary mediation structure—showing that work culture operates both directly through standardized operational habits and indirectly through reciprocal employee commitment—this study clarifies how macro-level cultural assets and micro-level human-capital mechanisms interact synergistically. Furthermore, extending this dual framework to a subnational regulatory enforcement agency diversifies strategic public management scholarship beyond traditional clerical and commercial firm contexts.

The empirical evidence yields concrete, actionable guidance for agency commanders, public-sector human-resource managers, and municipal policymakers seeking to narrow frontline productivity disparities. First, Satpol PP leadership should avoid designing cultural-reform programs and employee-engagement initiatives as disconnected administrative tracks. Because work culture acts simultaneously as a direct predictor of performance and the primary driver of commitment, agency leaders must translate abstract organizational values into observable daily operational expectations—specifically punctuality, disciplined field conduct, team coordination, and accountability in task monitoring. Consistent with SET evidence on

frontline supervision (Kilroy et al., 2023; Imam et al., 2023), unit commanders and platoon supervisors should model these behavioral standards visibly during field briefings and operations, reinforcing responsible behavior through transparent feedback and equitable workload distribution rather than relying exclusively on punitive disciplinary sanctions.

Second, because employee commitment accounts for nearly two-fifths of work culture's total focal effect on performance and exerts a stronger direct impact on task execution than unmediated cultural norms, agency leadership should prioritize deliberate commitment-building practices. Within the constraints of regional civil-service budgets, managers can strengthen psychological attachment through non-monetary reciprocal practices: establishing transparent two-way communication channels between field officers and leadership, involving experienced frontline staff in operational problem-solving and patrol planning, ensuring procedural fairness in shift assignments and promotions, and implementing structured non-financial recognition for exemplary community-protection conduct. Tailoring these practices to the agency's demographic reality—where over three-quarters of officers have served 11 to 20 years—is essential to revitalize mid-career motivation and convert long institutional tenure into sustained loyalty rather than routine fatigue.

Third, for municipal policymakers and regional personnel boards (*Badan Kepegawaian Daerah*), the findings suggest two structural policy interventions. Because 86.67% of the agency's workforce holds a senior high school diploma, regional human-capital budgets should prioritize practice-oriented, scenario-based field training and structured peer mentoring that embed behavioral norms directly into daily workflows alongside existing SOP frameworks. Additionally, municipal governments should integrate behavioral culture indicators and periodic employee-commitment diagnostics into institutional performance evaluations rather than tracking only aggregate administrative output counts. Aligning local agency appraisals with broader national civil-service value frameworks (Syawitri et al., 2022) enables subnational policymakers to diagnose commitment erosion early, safeguard regulatory enforcement quality, and advance municipal institutional capacity in support of SDG 16.

Several methodological and contextual limitations warrant candid consideration when interpreting these findings and designing subsequent research. First, regarding model specification, the focal structural paths, explanatory power ($R^2 = 0.360$ for performance; $R^2 = 0.209$ for commitment), and effect sizes (f^2) reported in this study were extracted from a broader institutional structural model that also included SOP as a parallel exogenous predictor, rather than estimated from a standalone three-variable specification. While

transparently disclosing this specification preserves analytical integrity, future researchers should explicitly estimate and compare a dedicated three-variable model alongside competing multi-predictor models—testing potential interaction or moderation effects between formal SOPs and informal work culture.

Second, the cross-sectional survey design captures employee perceptions at a single point in time, which limits definitive causal inference regarding the temporal sequence from cultural internalization to commitment formation and performance gains. Although the hypothesized directionality rests firmly on SET and RBV logic, reverse causality—wherein high-performing officers subsequently perceive their work culture more favorably—cannot be entirely ruled out. Moreover, relying exclusively on self-reported questionnaire items introduces potential common method bias despite the procedural anonymity and layout remedies implemented during field collection (Podsakoff et al., 2012). Future studies should adopt longitudinal or multi-wave research designs and triangulate employee self-reports with objective institutional indicators, such as audited field enforcement logs, attendance and disciplinary records, supervisor performance ratings, and citizen service-satisfaction metrics.

Third, although surveying the entire census of 105 active personnel eliminated internal sampling error within the Bolaang Mongondow Regency unit, focusing on a single regional enforcement agency constrains statistical generalizability. Future investigations should conduct multi-region comparative studies across multiple municipal Satpol PP units in Indonesia or comparable local regulatory agencies internationally to examine how regional institutional quality, fiscal capacity, and cultural heterogeneity moderate the culture-commitment-performance pathway. Finally, the full structural model accounts for 36.0% of the variance in employee performance and 20.9% of the variance in employee commitment, leaving 64.0% and 79.1% of the respective variances attributable to factors outside the specification. Subsequent scholarship should incorporate additional organizational and individual determinants—such as transformational leadership, public service motivation, technical competence, workload, supporting field facilities, reward systems, and perceived organizational support—to build a more comprehensive empirical account of frontline public-sector productivity.

Conclusion

This study addresses how work culture translates into consistent employee performance within the frontline regulatory enforcement context of the Civil Service Police Unit of Bolaang

Mongondow Regency. The empirical findings demonstrate that work culture exerts a positive and significant direct effect on both employee performance and employee commitment, while employee commitment independently drives superior task performance. Crucially, employee commitment operates as a significant complementary mediator, transmitting nearly two-fifths of work culture's total focal influence onto employee performance alongside direct behavioral routines. Together, these findings establish that sustained workforce productivity in local public-order institutions depends on the concurrent operation of shared cultural norms and reciprocal employee attachment.

Required Statements

CRediT authorship contribution statement. Y.Y.P.: Conceptualization, Methodology, Investigation, Formal analysis, Data curation, Writing – original draft, Writing – review and editing, Visualization, Project administration. **A.A.**: Supervision, Validation, Writing – review and editing. **R.H.**: Supervision, Validation, Writing – review and editing.

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Data availability. The primary survey data supporting the findings of this study were collected from employees of the Civil Service Police Unit of Bolaang Mongondow Regency. Because the dataset contains respondent-level information from a local government organization, public access is restricted. Anonymized underlying data may be made available by the corresponding author upon reasonable request, subject to applicable institutional and privacy requirements.

Ethics statement. This study used primary questionnaire data collected from civil-service employees who participated voluntarily with informed consent. Specific institutional ethics committee approval information was not assigned in the original institutional research documentation; therefore, no approval number is reported here. All respondent information was anonymized and is presented exclusively in aggregate form to protect participant confidentiality.

Declaration of generative AI and AI-assisted technologies in the writing process. During the preparation of this work, the authors used generative AI tools to assist with English

language editing, structural organization, and alignment of the manuscript with the journal's author guidelines. After using these tools, the authors reviewed and edited the content as needed and take full responsibility for the accuracy, interpretation, and final content of the published article.

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