

Organizational Culture, Job Involvement, and Employee Performance

Fathimah Hamzah¹ | Ahmed Ghazali² | Clark Medina³

¹³Universiti Teknologi MARA, Malaysia

²Islamic University of Pakistan, Pakistan

Correspondence: Clark Medina (clarkmedina795@gmail.com)

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ABSTRACT

This study examines the relationships between job involvement, organizational culture, and employee performance, with organizational culture serving as a mediating variable. The study addresses inconsistent findings regarding the direct relationship between job involvement and employee performance by proposing an indirect mechanism through organizational culture. A quantitative explanatory design was employed using survey data collected from employees in the shipping industry in Klang, Malaysia. A total of 250 questionnaires were distributed, of which 166 valid responses were analyzed using path analysis. Job involvement, organizational culture, and employee performance were measured using established multidimensional indicators. The findings reveal that job involvement is positively and significantly associated with organizational culture and employee performance. Organizational culture also demonstrates a positive and significant relationship with employee performance and mediates the relationship between job involvement and performance. Multi-group analysis indicates that the mediating effect is stronger among female employees, employees with lower educational attainment, senior employees, non-positioned employees, and technical personnel. These findings suggest that employee performance is enhanced through direct job involvement and the development of a supportive organizational culture. The study contributes to organizational behavior literature by demonstrating that organizational culture constitutes a key mechanism linking job involvement to improved employee performance.

1 | Introduction

Job involvement has long been recognized as an important psychological construct in organizational behavior because it reflects the extent to which employees identify with their work and perceive their job performance as an integral part of their self-worth. Employees with high job involvement tend to invest greater cognitive, emotional, and behavioral resources in their work, enabling them to perform their tasks more effectively and contribute to organizational goal attainment. Such employees are generally characterized by higher levels of commitment, productivity, and responsibility, as they perform their work with intellectual engagement, emotional attachment, and genuine dedication (Rizwan et al., 2011).

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Despite its theoretical importance, empirical findings regarding the relationship between job involvement and employee performance remain inconclusive. Several studies have reported that employees with higher job involvement demonstrate significantly better job performance (Rotenberry & Moberg, 2007; Darvish et al., 2014; Giri et al., 2016; Ting & Ho, 2017). In contrast, other studies have found no statistically significant relationship between these two constructs (Brown, 1996; Brown & Leigh, 1996). These inconsistent findings suggest that the relationship between job involvement and performance may not be entirely direct but could depend on intervening organizational factors that translate employees' psychological attachment into observable work outcomes.

One potential explanatory mechanism is organizational culture. Organizational culture represents a system of shared values, beliefs, and norms that guides employee behavior and facilitates coordination among organizational members (Siagian, 2002). A strong organizational culture creates a supportive work environment by promoting openness, collaboration, trust, organizational clarity, and managerial support (Tadesse & Debela, 2024). Such an environment encourages employees to internalize organizational values, enhances cooperation, and ultimately improves organizational effectiveness and employee performance (Moeljono, 2003; Wirawan, 2007). Previous empirical studies consistently demonstrate that organizational culture contributes positively to employee performance (Tastan & Turker, 2014; Kim et al., 2015).

From a theoretical perspective, job involvement may also contribute to the development of organizational culture. Employees who are highly involved in their work are more likely to internalize organizational values, actively participate in organizational activities, and strengthen shared norms within the workplace. This process creates a work environment that encourages collaboration, commitment, and consistent behavioral standards across the organization. As organizational values become embedded in employees' daily activities, a stronger organizational culture is likely to emerge and influence work attitudes and behaviors. Suwarsi & Budianti (2009) argue that employee involvement is a prerequisite for establishing a strong organizational culture because organizational values can only be effectively implemented when employees genuinely identify with their work. This argument is supported by empirical evidence showing that job involvement positively influences organizational culture (Tastan & Turker, 2014; Kim et al., 2015). Therefore, organizational culture may function as an important mechanism through which job involvement enhances employee performance.

Although previous studies have investigated the relationships among job involvement, organizational culture, and employee performance, relatively limited attention has been given to examining the mediating role of organizational culture in explaining the inconsistent findings reported in prior research. Most previous studies have primarily focused on the direct influence of job involvement on employee performance, whereas the indirect process through which employees' psychological involvement is translated into performance outcomes through organizational culture has received comparatively less empirical attention. Addressing this issue is important because understanding the underlying mechanism provides a more comprehensive explanation of how employee attitudes influence organizational outcomes. Accordingly, this study proposes organizational culture as a mediating variable linking job involvement and employee performance. By integrating the perspectives of job involvement theory and organizational culture, this study contributes to the organizational behavior literature by explaining not only whether job involvement is associated with employee performance but also how this relationship operates through organizational culture.

Based on the theoretical arguments and empirical evidence discussed above, the following hypotheses are proposed:

H1: Job involvement is positively associated with employee performance.

H2: Organizational culture is positively associated with employee performance.

H3: Job involvement is positively associated with organizational culture.

H4: Organizational culture mediates the relationship between job involvement and employee performance.

2 | Method

2.1 | Research Design

This research adopted a quantitative explanatory approach to investigate the relationships among job involvement, organizational culture, and employee performance. The study was designed to assess both the direct influence of job involvement on organizational culture and employee performance and the indirect influence transmitted through organizational culture as a mediating variable. Data were obtained through a cross-sectional survey using a structured questionnaire administered to employees in the shipping industry located in Klang, Malaysia. An explanatory quantitative design was selected because it enables the empirical testing of theoretically derived hypotheses and the estimation of relationships among the proposed constructs.

2.2 | Population and Sample

The target population comprised employees working in shipping companies operating in Klang, Malaysia. A total of 250 questionnaires were distributed to prospective respondents, and 166 usable questionnaires were returned for statistical analysis, representing a response rate of 66.4%. The respondents were selected to represent a range of organizational positions, tenure, educational backgrounds, and work divisions, thereby providing a comprehensive basis for examining the proposed research model. The final dataset was considered sufficient to estimate the proposed path model and examine both direct and mediated relationships among the research variables.

2.3 | Data Collection

The study relied primarily on questionnaire-based survey data collected directly from employees. Prior to the survey administration, the questionnaire was reviewed to ensure that the wording of each statement was clear and appropriate for the respondents. The instrument contained statements measuring job involvement, organizational culture, and employee performance. Responses were recorded using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). To complement the empirical data, relevant literature, including journal articles, books, and previous empirical studies, was also reviewed to strengthen the theoretical foundation of the research.

2.4 | Research and Measurement Variables

The conceptual model comprised three research variables: job involvement as the independent variable, organizational culture as the mediating variable, and employee performance as the dependent variable. Job involvement was operationalized using the dimensions of performance self-esteem contingency and the importance of work for individual self-image proposed by [Cohen \(2011\)](#). Organizational culture was measured using six dimensions adapted from [Tadesse & Debela, 2024](#), namely openness, feeling safe with work, feeling valued, cooperation, organizational clarity, and support and attention. Employee performance was assessed using the dimensions developed by [Ejidike et al., 2024](#), consisting of effectiveness, efficiency, quality, timeliness, productivity, and safety. The operational definitions of the research variables are presented in **Table 1**.

TABLE 1 | Measurement Indicators

Variable	Indicators
Job Involvement	Performance self-esteem contingency; Importance of work for individual self-image
Organizational Culture	Openness; Feeling safe with work; Feeling valued; Cooperation; Organizational clarity; Support and attention
Employee Performance	Effectiveness; Efficiency; Quality; Timeliness; Productivity; Safety

Source: Adapted from [Cohen \(2011\)](#), [Tadesse & Debela \(2024\)](#), [Ejidike et al., \(2024\)](#).

2.5 | Test Research Instruments

The quality of the measurement instrument was evaluated before hypothesis testing. Instrument validity was examined to verify that each indicator adequately represented the construct it was intended to measure, while reliability analysis was performed to determine the consistency of respondents' answers across measurement items. Only indicators that satisfied the established validity and reliability criteria were retained in the subsequent statistical analysis, thereby ensuring the robustness of the measurement model.

2.6 | Data Analysis Techniques

The collected data were analyzed using descriptive statistics and path analysis. Descriptive analysis was first conducted to summarize the characteristics of the respondents and describe the distribution of the research variables. Subsequently, path analysis was employed to estimate the direct relationships among job involvement, organizational culture, and employee performance, as well as the indirect relationship through the mediating effect of organizational culture. This analytical approach allows simultaneous examination of the structural relationships proposed in the conceptual framework.

The structural model of the study is represented by the following equations:

$$OC = \beta_{JI}JI + \varepsilon_1$$

$$EP = \beta_{JI}JI + \beta_{OC}OC + \varepsilon_2$$

where: EP is employee performance; JI is job involvement; OC is organizational culture; β_{JI} is slope of job involvement; β_{OC} is slope of organizational culture; and ε is a residual error.

3 | Results and Discussion

The demographic characteristics of the respondents indicate a relatively balanced composition across several categories. Female employees constituted 54.8% of the sample, while male employees accounted for 45.2%. Most respondents possessed higher educational qualifications, whereas only 36.8% had lower educational attainment. In terms of organizational tenure, the majority had worked for less than five years, with only 22.9% classified as senior employees. Similarly, the proportion of employees occupying structured positions (42.8%) and those without formal positions (57.2%) was relatively balanced. Regarding work division, most respondents were employed in non-technical functions, while technical personnel represented 37.3% of the sample.

This demographic composition provides an appropriate basis for examining the relationships among job involvement, organizational culture, and employee performance across different employee groups. The relatively balanced distribution of gender and organizational position reduces the likelihood that the findings are disproportionately influenced by a particular demographic or hierarchical group. Moreover, the predominance of employees with higher educational backgrounds but relatively short organizational tenure reflects a workforce that is still adapting to organizational values and work practices (Foenale et al., 2026). In this context, job involvement is expected to play an important role in facilitating organizational socialization and strengthening organizational culture, which subsequently contributes to employee performance. Likewise, the predominance of non-technical employees highlights the importance of organizational culture, as performance in these roles relies heavily on collaboration, communication, and psychological engagement rather than solely on technical expertise (Fantozzi et al., 2024).

TABLE 1 | Statistics of Respondent

	N	Percent	Mean	STDev.	Z
Gender					
Male	75	45.2%	0.548	0.499	10.389***
Female	91	54.8%			
Education					
Low Educated	61	36.8%	0.389	0.488	8.463***
Highly Educated	105	63.2%			
Tenure					
Low Tenure	128	77.1%	0.900	0.300	11.280***
High Tenure	38	22.9%			
Position					
Position	71	42.8%	0.423	0.494	8.101***
Unposition	95	57.2%			
Field of Work					
Technical	62	37.3%	0.889	0.314	11.206***
Non-Technical	104	62.7%			

*significant 10% **significant 5% ***significant 1%

Based on the analysis results in **Table 2**, all measurement items for the research variables (person-job fit, person-organization fit, satisfaction, and performance) fulfill the formal criteria for instrument testing. This is demonstrated by the valid correlation coefficients, cronbach's alpha values exceeding 0.60 which confirm instrument reliability, and highly significant Z-statistics for data normality. Consequently, the research instrument is deemed robust and qualified for further regression model testing.

TABLE 2 | Statistics, Validity, Reliability, and Data Normality

	Mean	STDev.	r	α	Z
Person-Job Fit (PJF)	3.722	0.840			2.706***
PJF1	3.631	1.081	0.439	0.603	4.254***
PJF2	3.814	0.896	0.439		5.180***
Person Organization Fit (POF)	3.997	0.607			2.814***
POF1	4.142	0.844	0.483	0.720	5.042***
POF2	4.350	0.743	0.502		6.484***
POF3	3.763	0.852	0.506		5.195***
POF4	3.735	0.848	0.547		5.388***
Satisfaction (S)	3.694	0.664			1.580**
S1	4.040	0.815	0.529	0.762	5.465***
S2	3.721	0.966	0.522		5.236***
S3	3.250	1.009	0.614		4.856***
S4	3.558	1.007	0.527		4.880***
S5	3.903	0.823	0.471		5.140***
Performance (P)	3.777	0.548			2.088***
P1	3.670	0.804	0.471	0.688	6.344***
P2	3.693	0.835	0.555		5.972***
P3	3.998	0.820	0.540		5.526***
P4	4.197	0.744	0.450		5.290***
P5	3.334	0.899	0.434		4.623***

*significant 10% **significant 5% ***significant 1%

The correlation matrix results in **Table 3** illustrate the relationships among the respondents' demographic characteristics. The strongest, positive, and statistically significant correlation is observed between position and income ($r = 0.77$), ($p < 0.01$), confirming that a higher structural position aligns with an increase in employee income. Conversely, strong and significant negative correlations are found between education level and position ($r = -0.44$), ($p < 0.01$), as well as tenure and income ($r = -0.55$), ($p < 0.01$). These results demonstrate distinct distributional patterns among the demographic variables that underlie the subsequent regression analysis.

TABLE 3 | Correlation Matrics

	Gen	Age	MS	Edu	ToW	Ten	ES	FoW	Pos	Inc
Gen	1.00									
Age	-0.08	1.00								
MS	0.14**	0.10*	1.00							
Edu	-0.50**	0.17**	-0.22**	1.00						
ToW	0.38**	-0.14**	0.07	-0.40**	1.00					
Ten	0.09	0.33**	0.30**	-0.19**	-0.05	1.00				
ES	-0.02	0.08	0.13**	-0.05	-0.06	0.20**	1.00			
FoW	0.21**	-0.03	-0.03	-0.02	0.14**	-0.02	-0.03	1.00		
Pos	-0.32**	0.41**	-0.05	0.55**	-0.44**	0.12**	0.09*	-0.01	1.00	
Inc	-0.42**	0.38**	-0.05	-0.05	-0.55**	0.10*	0.07	-0.08	0.77**	1.00

*significant 10% **significant 5% ***significant 1%

The results showed that, in general, job involvement has a positive and significant relationship to employee performance (see **Table 4**, Model 1), as well as its relationship to organizational culture (see **Table 4**, Model 2). Meanwhile, organizational culture also has a significant positive relationship to employee performance (see **Table 4**, Model 2).

TABLE 4 | Regression

	Model 1			Model 2		
	β	t-statistic	R-Square	β	t-statistic	R-Square
Panel A. General						
Job Involvement	0.816	18.082***	0.666	0.457	3.919***	0.258
Organizational Culture				0.808	6.920***	
Panel B. Gender Perspective						
Male						
Job Involvement	0.819	12.200***	0.671	0.399	2.229**	0.242
Organizational Culture				0.762	4.260***	
Female						
Job Involvement	0.815	13.270***	0.664	0.511	3.255***	0.271
Organizational Culture				0.845	5.381***	
Panel C. Educational Perspective						
High School						
Job Involvement	0.772	9.323***	0.596	0.539	2.955***	0.220
Organizational Culture				0.737	4.040***	
Higher Education						
Job Involvement	0.841	15.797***	0.708	0.396	2.552**	0.281
Organizational Culture				0.819	5.272***	
Panel D. Tenure Perspective						
< 5 years						
Job Involvement	0.822	16.227***	0.676	0.365	2.550**	

Organizational Culture				0.657	4.584***	0.170
> 5 years						
Job Involvement	0.793	7.815***	0.629	0.585	2.901***	0.473
Organizational Culture				1.052	5.218***	
Panel E. Positional Perspective						
Position						
Job Involvement	0.822	12.824***	0.676	0.393	2.278**	0.246
Organizational Culture				0.766	4.440***	
No-Position						
Job Involvement	0.809	12.531***	0.654	0.497	3.116***	0.280
Organizational Culture				0.843	5.290***	
Panel F. Division Perspective						
Technical						
Job Involvement	0.778	11.085***	0.606	0.471	3.272***	0.354
Organizational Culture				0.883	6.130***	
Non-Technical						
Job Involvement	0.848	14.949***	0.719	0.428	2.260**	0.184
Organizational Culture				0.728	3.842***	

Note: Independent variable model 1: organizational culture Independent variable model 2: employee performance

*** significant at the 1% level ** significant at the 5% level * significant at the 10% level

The regression analysis in **Table 4** (Panel A) confirms that job involvement has a positive and highly significant effect on organizational culture ($\beta = 0.816$), ($p < 0.01$). Furthermore, Model 2 reveals that both job involvement and organizational culture simultaneously exert a significant positive impact on employee performance, with organizational culture emerging as the more dominant predictor ($\beta = 0.808$), ($p < 0.01$). Based on the multi-group analysis (panels B to F), the effect of organizational culture on performance is exceptionally strong among senior employees with over 5 years of tenure ($\beta = 1.052$), ($p < 0.01$) and an R square 0.473, indicating that long-term cultural alignment is a critical driver for optimizing their work performance.

The contribution of job involvement to organizational culture is substantially greater than its direct contribution to employee performance. Conversely, the impact of job involvement on performance is smaller compared to the direct contribution exerted by organizational culture. This indicates that high job involvement fosters the implementation of a stronger organizational culture, which subsequently drives superior employee performance. Consequently, job involvement does not merely possess a direct relationship with performance, but significantly operates through the mediation of organizational culture (see **Figure 1** and **Table 5**). The specifics of this structural relationship are illustrated in **Figure 1**.

Job involvement exhibits a robust relationship with organizational culture, particularly when employees perceive their work as a core element of their lives, reinforced by a sense of being valued within the workplace. High job involvement actively cultivates a strong organizational culture characterized by workplace openness, mutual respect, enhanced cooperative relationships, role clarity, and mutual understanding. Employees who strongly identify with their work are also more likely to internalize organizational values and demonstrate behaviors that reinforce collaboration, trust, and shared organizational goals. As these values become embedded in daily work practices, organizational culture evolves into a strategic resource that supports coordination, commitment, and sustained organizational effectiveness. However, job involvement is not the sole explanatory factor for organizational culture, accounting for 66.5% of its variance, while the remaining 33.5% is attributable to other organizational and individual factors not examined in this study. These findings indicate that although job involvement is a dominant antecedent of organizational culture, other factors such as leadership practices,

communication patterns, organizational structure, and human resource management policies may also contribute to shaping the organizational culture.

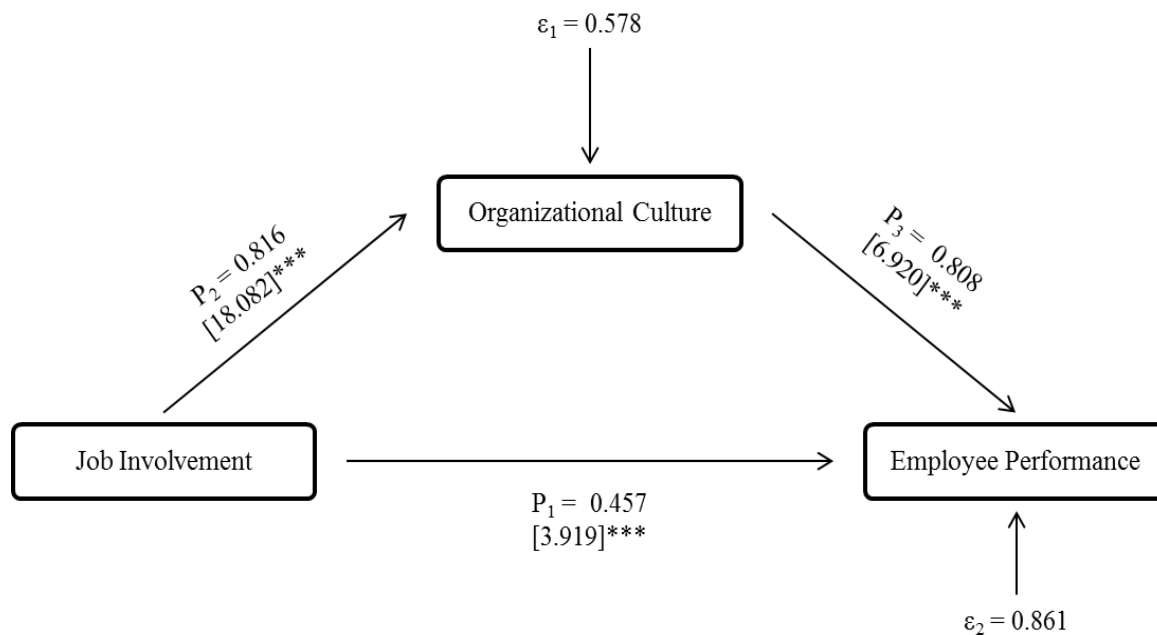


Figure 1 | The Relationship between of Job Involvement, Organizational Culture, and Employee Performance

Meanwhile, organizational culture exerts a positive and significant contribution to employee performance, especially when intra-organizational cooperation is firmly established and supported by institutional transparency. Substantially, these dynamics enhance work effectiveness, operational efficiency, task quality, timeliness, and productivity, while simultaneously promoting occupational safety and security. Nonetheless, organizational culture is not the exclusive predictor of performance; it explains only 25.8% of the variance in employee performance, leaving 74.2% to be accounted for by other variables outside this model. In terms of gender, education, tenure, position, and division, the relationship between job involvement and employee performance is systematically mediated by organizational culture (see **Table 5**). From a gender perspective, the contribution of job involvement to organizational culture is higher among female employees than male employees. Likewise, the effect of organizational culture on performance, as well as the total contribution to performance, is superior in the female subgroup.

The relationship between work involvement and organizational culture appears highly robust when employees internalize their work as a central aspect of their lives. However, the exact mechanism differs between genders; for female employees, job involvement enhances organizational openness, comfort, and role clarity, which subsequently fosters mutual support and collective concern within the organization. Substantially, these dynamics enhance work efficiency, task quality, and timeliness. Conversely, for male employees, job involvement primarily encourages openness and comfort, cultivating a culture of mutual support that ultimately boosts workplace productivity.

From an educational perspective, the contribution of work engagement to organizational culture, the direct impact of organizational culture on performance, and the total contribution to performance are stronger among employees with lower education (e.g., high school) compared to those with higher education (e.g., diploma, undergraduate, and postgraduate degrees). This finding suggests that employees with lower educational attainment tend to rely more heavily on organizational culture as a mechanism for translating their work involvement into improved performance. For employees with lower education, job involvement fosters organizational openness, comfort, clarity, and mutual care,

thereby driving efficiency and productivity. Meanwhile, for highly educated employees, job involvement mainly enhances openness, comfort, and mutual support, which primarily influences their individual work efficiency (Hazmin et al., 2024).

TABLE 5 | Mediating Effects of Organizational Culture

	X*Z	X*Y	Y*Z	(X + Y)*Z	Decision
General	0.457	0.816	0.808	1.116	Indirect
Gender Perspective					
Male	0.399	0.819	0.762	1.023	Indirect
Female	0.511	0.815	0.845	1.200	Indirect
Educational Perspective					
High School	0.539	0.772	0.737	1.108	Indirect
Higher Education	0.396	0.841	0.819	1.085	Indirect
Tenure Perspective					
< 5 years	0.365	0.822	0.657	0.905	Indirect
> 5 years	0.585	0.793	1.052	1.419	Indirect
Position Perspective					
Position	0.393	0.220	0.766	0.562	Indirect
No-Position	0.497	0.809	0.843	1.179	Indirect
Division Perspective					
Technical	0.471	0.778	0.883	1.158	Indirect
Non-Technical	0.428	0.848	0.728	1.045	Indirect

From the tenure perspective, the mediating role of organizational culture is more substantial among employees with more than five years of service than among those with shorter organizational tenure. Senior employees exhibit stronger job involvement, which contributes to the development of organizational openness, workplace comfort, and mutual care, ultimately enhancing work efficiency and overall performance (Iskandar et al., 2025). In contrast, employees with less than five years of tenure primarily translate their job involvement into greater openness and interpersonal support within the organization, which contributes more directly to improvements in daily productivity. These findings suggest that longer organizational experience strengthens the ability of employees to internalize organizational values and transform job involvement into higher performance through a supportive organizational culture.

A similar pattern emerges when employees are classified by organizational position. The indirect effect of job involvement on employee performance through organizational culture is more pronounced among non-positioned employees than among those occupying structured positions. For non-positioned staff, job involvement fosters a positive organizational culture characterized by openness, psychological comfort, organizational clarity, and mutual support, which subsequently improves both work efficiency and productivity (Vasumathi et al., 2025). Conversely, among employees holding structured positions, job involvement primarily reinforces organizational openness, managerial support, and interpersonal care, with its influence being reflected mainly in higher work productivity. These findings indicate that organizational culture serves as a more influential mechanism for enhancing performance among employees without formal managerial responsibilities.

The multi-group analysis demonstrates that organizational culture consistently mediates the relationship between job involvement and employee performance across all demographic and occupational characteristics examined, including gender, educational level, organizational tenure, position, and work division (see Table 5). However, the magnitude of this indirect relationship varies across groups, with stronger effects observed among female employees, employees with lower educational attainment, senior employees, non-positioned staff, and technical personnel. This variation suggests that the effectiveness of organizational culture as a mediating mechanism depends on employees' organizational characteristics and work contexts.

The empirical evidence provides support for all hypotheses proposed in this study. The positive relationship between job involvement and employee performance is consistent with the findings reported by [Rotenberry & Moberg \(2007\)](#), [Giri et al. \(2016\)](#), [Darvish et al. \(2014\)](#), and [Ting & Ho \(2017\)](#), confirming that employees who are psychologically engaged in their work tend to demonstrate superior performance. Likewise, the positive association between organizational culture and employee performance corroborates the findings of [Tastan and Turker \(2014\)](#) and [Kim et al. \(2015\)](#), reinforcing the argument that a supportive organizational culture functions as an important organizational resource for improving employee performance. Collectively, these findings extend previous research by demonstrating that organizational culture not only exerts a direct influence on employee performance but also serves as the principal mechanism through which job involvement is translated into improved organizational outcomes.

4 | Conclusion

The findings of this study demonstrate that organizational culture serves as a full mediator in the relationship between job involvement and employee performance. Although employees with high job involvement exhibit strong psychological attachment to their work, such involvement alone is insufficient to produce optimal performance. Instead, job involvement contributes to performance by fostering an organizational culture characterized by openness, mutual trust, role clarity, and supportive interpersonal relationships. This organizational environment enables employees to translate their psychological engagement into higher levels of productivity, efficiency, and work effectiveness. These findings emphasize that organizational culture functions as the primary mechanism through which job involvement generates positive performance outcomes.

The multi-group analysis further indicates that the strength of this mediating mechanism differs across employee characteristics. The indirect effect of job involvement on employee performance through organizational culture is stronger among female employees, employees with lower educational attainment, senior employees with more than five years of service, non-positioned staff, and technical personnel. These differences suggest that demographic and occupational characteristics influence the extent to which employees internalize organizational values and transform their work involvement into improved performance. Consequently, the effectiveness of organizational culture as a mediating mechanism is contingent upon the composition of the workforce rather than being uniform across all employee groups.

The findings suggest that improving employee performance requires organizations to move beyond merely increasing individual job involvement. Management should simultaneously cultivate an organizational culture that promotes openness, collaboration, mutual support, and clear organizational values to maximize the positive effects of employee involvement on performance. In addition, organizations may benefit from designing culture-building initiatives that consider the specific characteristics of different employee groups. Future studies are encouraged to examine other potential mediating or moderating variables, such as leadership style, organizational commitment, or digital work environments, and to employ longitudinal research designs to provide a deeper understanding of how organizational culture evolves and influences employee performance over time.

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