

I AM JUST A PARTNER BUT COMMITTED: ORGANIZATIONAL COMMITMENT AND PERFORMANCE OF AUTHORIZED PARTNERS

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ABSTRACT: Establishing authorized partners for telecommunication providers puts human resource management at odds, as their inherent externalities require further effort to manage. This study delves into this complex management by focusing on the mediating role of organizational commitment in job performance, with organizational culture and motivation as the predictors. The sample (N: 157) is drawn from the authorized partners of the largest telecommunication company in Indonesia, for the analysis employing the partial-least-square structural-equation modeling (PLS-SEM). The findings show a moderate acceptance of the proposed research model, as indicated by the R² revelation. The study reveals that organizational commitment can mediate the effects of organizational culture and motivation on the performance of authorized partners. This underscores the importance of organizations having sufficient control over their external distributors by enhancing the positive culture experience and motivational factors in extensive training and engagement settings, thereby providing valuable insights for human resource management.

Keywords: Organizational Culture; Organizational Commitment; Motivation; Employee Performance; Authorized Partner.

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INTRODUCTION

Telecommunications, a vital aspect of human life, facilitates information exchange and continues to advance rapidly across various domains, including communication systems and television broadcasting (Nematzadeh et al., 2016). In Indonesia, the cellular telecommunications industry has grown significantly, driven by intense competition among providers. Success in this competitive landscape depends on innovation, a strong organizational culture, and effective human resource management (Syariati et al., 2023). It is by upholding the values and norms that motivate employees to work carefully and passionately, organizations can enhance employee commitment and performance (Sumarlin, 2022). This, in turn, enables them to meet customer expectations and sustain company growth (Aparicio et al., 2016). Telecommunications companies must adopt efficient strategies to develop high-performing employees capable of competing in this dynamic industry. Performance, a multidimensional concept, encompasses individual achievements, talents, and attitudes aligned with organizational goals (White et al., 2003). It is a crucial element in any institution, whether governmental or private.

Employee performance reflects an organization's success in daily operations and refers to the outcomes of individual or team efforts in fulfilling assigned responsibilities while adhering to legal, moral, and ethical standards (Khan et al., 2015; Pettijohn et al., 2008). It measures how effectively employees complete tasks to support organizational growth and success (Sardžoska & Tang, 2012). For authorized partners, managing externalities such as customer demands, service consistency, and competitive pressures requires specific arrangements in human resource management to align with both the company's objectives and the unique operational challenges faced by these external agents (Birkinshaw et al., 2005; O'Cass & Ngo, 2007; Rotter, 1966).

Previous studies examining factors like organizational culture, and motivation as dimensions of organizational commitment have yielded conflicting results (Hofstede, 2011; Lam & Lambermont-Ford, 2010; Suzuki & Hur, 2020). However, the conversation upon how to increase this positive work behavior for external workers with minimum scrutiny remains underscores the need for a deeper exploration of how they, i.e., Telkomsel's authorized agents the largest Indonesian Telecommunication company, can tailor management strategies to enhance employee performance. This unique dynamics is bridged by the gap, and actionable insights for optimizing performance in highly competitive and decentralized environments.

THEORETICAL REVIEW AND HYPOTHESIS DEVELOPMENT

The Organizational Culture and Organizational Commitment.

Every organization has a unique culture that shapes its operations and interactions. Organizational culture encompasses shared values, beliefs, norms, and assumptions that guide member behavior and problem-solving (Hofstede, 2011). Wahyuni (2022) defines it as a set of values and norms established over time, agreed upon, and followed as guidelines within the organization. Similarly,

Sternberg (2004) describes it as a cognitive framework of shared attitudes and expectations. Rider et al. (2021) emphasizes that organizational culture comprises basic assumptions developed during problem-solving and decision-making to adapt externally and function internally, which are taught to new members. S. Robbins & Judge (2009) highlights that organizational culture defines an organization's character and influences leadership, relationships, and commitment.

Organizational commitment reflects employee loyalty and engagement with their organization, involving satisfaction, effort, and alignment with organizational goals (Eisenberger et al., 1990). Employees with strong commitment exhibit loyalty, active engagement, and a positive outlook (Suzuki & Hur, 2020). He et al. (2011) notes that culture significantly influences commitment, shaping employees' loyalty and efforts. While supportive cultures foster commitment, bureaucratic cultures may reduce it due to rigidity (Bednarczuk, 2018; Oliveros & Schuster, 2018; Suzuki & Hur, 2020). Organizational silence—where employees withhold feedback—to cultural barriers, may arise affecting performance and commitment (Mikkelsen et al., 2022). This study hypothesizes that cultural factors significantly influence authorized partners' commitment, with adaptive cultures enhancing commitment and rigid cultures diminishing it. Cultivating an aligned and supportive culture is essential to foster engagement and loyalty.

H1: Culture in the organization positively increases the commitment of external authorized partners

The Motivation and Organizational Commitment.

Every organization's culture profoundly shapes its operations and dynamics, serving as a foundation for member behavior and problem-solving (Mikkelsen et al., 2022). Organizational commitment, a reflection of employee loyalty and engagement, is closely tied to organizational culture (Eisenberger et al., 1990). Mowday et al. (1979) identify three dimensions of commitment: affective (emotional attachment), continuity (awareness of costs associated with leaving), and normative (sense of obligation). Meyer & Allen (1991) further highlight factors influencing commitment, including personal traits, organizational characteristics, and member experiences, such as satisfaction, motivation, roles, and leadership relationships. Herzberg's motivation theory, building on Maslow's hierarchy of needs (Hendijani et al., 2016), links job content (motivators) to satisfaction and commitment, while contextual factors (hygiene) mitigate dissatisfaction (Lee-Ross, 2005). Empirical studies confirm that motivation significantly impacts organizational commitment (Muthuri et al., 2020; Rodríguez et al., 2021). This study hypothesizes that a supportive organizational culture and strong work motivation enhance commitment, as aligned with organizational objectives.

H2: The motivation of authorized partner increases their organizational commitment

The Organizational Commitment and Employee Performance

Employees with high organizational commitment demonstrate a distinct advantage in attitude, performance, and productivity compared to those with lower levels of commitment (Eisenberger et al., 1990). High commitment reduces turnover, motivates employees to achieve organizational goals, and increases dedication to responsibilities (Gendron et al., 2006). Yousef (2001) highlights the integral link between employee satisfaction, organizational commitment, and overall success, emphasizing that employees who feel valued are more likely to exhibit accountability and effort in their roles (Aravopoulou, 2015).

Commitment serves as a driving force for enhancing job performance, encouraging employees to exceed expectations and align with organizational objectives (Vandenabeele, 2009). Henriques & Sadorsky (1999) confirm that organizational commitment significantly improves employee performance, with motivated and engaged employees contributing to superior outcomes. However, many organizations fail to fully invest in fostering employee engagement, leading to suboptimal results (Ghorbanpour et al., 2014). This evidence underscores the importance of nurturing loyalty and dedication among team members (Wijaya et al., 2022). Therefore, this study hypothesizes that higher organizational commitment among authorized partners directly enhances their job performance, as organizational goals are met effectively and sustainably.

H3: The commitment and authorized partners' performance are linear in relationship

The Influence of Organizational Culture on Employee Performance

Organizational culture exerts a transformative influence on employee performance by collective values, norms, and practices that dictate conduct and interactions (Dombrádi et al., 2021). A well-integrated culture connects individual contributions with organizational ambitions, synergizing productivity, and dependability (Rahman et al., 2022; Rider et al., 2021). Richtnér & Löfsten (2014) emphasize that a resilient cultural framework provides unambiguous guidance, enabling employees to execute their responsibilities with precision. Similarly, Sudarso et al. (2022) affirm that enhancing cultural attributes augments organizational effectiveness, highlighting the critical role of culture in securing sustainable competitive advantage. Wahyuni (2022) positions culture as the bedrock of organizational systems, shaping perceptions and behaviors that underpin operational excellence. Shared principles and a culture of mutual understanding bolster alignment with strategic imperatives and reinforces accountability (Noor Arzahan et al., 2022; Pisano, 2019; Rider et al., 2021). This study hypothesizes that a vibrant organizational culture optimizes the performance of authorized partners, driving superior outcomes through elevated engagement and strategic alignment.

H4: The Influence of organizational culture on job performance is expected

The Influence of Motivation on Employee Performance

Employee performance represents the measurable outcomes of assigned tasks. Core influences encompass personal competence, task comprehension, role

clarity, and motivational levels, with higher degrees of these elements yielding superior outcomes (Cameron et al., 2001; Lunenburg, 2011; Mahapatra, 2018). Research highlights the pivotal role of organizational culture in fostering performance. Adiyasa and Windayanti (2019) emphasize that shared values and communication within an organization surpass individual motivation in driving consistent excellence. Similarly, Ridwan, Nur, and Abadi (2022) demonstrate that heightened motivation significantly boosts productivity, while Wibowo and Sutanto (2013) note that both intrinsic and extrinsic drives inspire exceptional achievements. Additional factors such as effective leadership, targeted training, and resource availability further elevate performance by creating an enabling work environment. Organizational culture acts as a fundamental enabler, integrating norms and principles that harmonize individual efforts with institutional objectives, as corroborated by Nurhasan, Tobing, and Syaharudin (2016). These insights substantiate the hypothesis that an motivation profoundly enhances employee performance.

H5: Motivation and performance are positively related

The Mediation Proposal

Organizational culture is a foundational internal factor that influences employee performance, and its role in shaping organizational success cannot be overstated. A well-established culture can drive performance, particularly when the values align with the organization's goals (Jamal et al., 2021; Karatepe & Tekinkus, 2006; van Roekel & Schott, 2021). However, when external conditions or internal changes render the existing culture obsolete, it may obstruct organizational effectiveness (Suhartini et al., 2023). Given that organizational culture is dynamic, it can be adjusted to improve performance outcomes. This perspective supports the hypothesis that organizational culture has a direct impact on employee performance, and that its influence is enhanced when the culture evolves in response to changes within the organization (Suhartini & Anisa, 2017). This relationship sets the stage for further exploration of how organizational culture interacts with commitment and employee performance.

Organizational commitment is another crucial element that directly affects employee performance, acting as an emotional bond that strengthens employees' engagement and contribution to the organization (Eisenberger et al., 1990). Suzuki & Hur (2020) highlights that a high level of commitment fosters alignment with the company's mission, improving job satisfaction and performance. Researches show that organizational culture influences organizational commitment (Abbas et al., 2018), which in turn enhances employee performance. This establishes the hypothesis that organizational commitment mediates the relationship between organizational culture and employee performance (He et al., 2011; Henriques & Sadorsky, 1999; Salahudin et al., 2016), as potentially in Authorized Partners. This suggests that commitment not only has a direct effect on employee performance but also serves as a pathway through which organizational culture exerts its influence on performance as hypothesized. s

H6: The commitment of the authorized partners mediates the relationship of culture, and performance

H7: The commitment of the authorized partners mediates the relationship of motivation, and performance

METHODOLOGY

The methodology employed in this study focuses on collecting and analyzing primary data from the Telkomsel Authorized Partners, Indonesia. These organizations operate with a unique characteristic i.e., they adhere to Telkomsel's standards and guidelines, but they maintain a level of operational independence, which adds specificity to the context of the study. The research examines key variables, including job satisfaction, organizational culture, motivation, organizational commitment, and performance, within this distinct organizational structure. The data collection captures the nuances of structural variable interaction in a semi-autonomous work environment and to address the research questions by gathering, assessing, and summarizing evidence relevant to this context.

The systematic analytical process involves the validity and reliability tests are conducted to confirm the consistency and accuracy of the measurement instruments. It utilizes partial-least-square structural-equation modeling (PLS-SEM), as the survey setting necessitates the construction of latent and manifest variables as indicated in this study (Hair et al., 2011, 2020). This study constructs the mediation proposal among the other variable relationship, and this technique can capture this function. The nature of this study with the limited data size ensures the selection of this technique. We present the data analysis in outer model measurement, i.e., loading factor, convergent validity, and discriminant validity. This study takes the inner model analysis if the quality criterion is satisfied for the hypothesis elaboration.

This study operationalizes its variables to systematically gather data and information relevant to the research objectives. The research framework consists of three types of variables: (1) independent variables (X), which include organizational culture and motivation; (2) a mediating variable (M), represented by organizational commitment; and (3) a dependent variable (Y), which is performance. These variables are defined and measured based on theoretical foundations to ensure clarity and consistency in the analysis (Hair, Henseler, et al., 2014; Hair, Sarstedt, et al., 2014).

RESULTS

Outer Model Measurement

This study evaluates the validity, and reliability as indicated by the steps in the PLS-SEM analysis. The Cronbach's alpha, the rho, the composite reliability (CR) as well as the average variance extractor (AVE) are provided. The finding is evident in Table 1. Furthermore, the test of discriminant validity employs the heterotrait-monotrait test (HTMT), with the result is indicated in table 2.

Table 1. Validity and Reliability Test

Constructs	Alpha	rho_A	CR	AVE
Organizational culture	0.835	0.842	0.871	0.606
Employee Performance	0.739	0.879	0.778	0.718
Organizational Commitment	0.904	0.914	0.919	0.655
Work motivation	0.823	0.846	0.861	0.729

Source: Adapted Smartpls 3 Output (2024)

Table 1 shows that all constructs meet the validity criteria, as indicated by outer loading values and Average Variance Extracted (AVE) scores above 0.60. Since all AVE scores exceed the threshold of 0.5, the constructs are deemed valid, confirming that the validity criteria are met (Hair et al., 2014; 2016). The research process involved calculating Cronbach's Alpha and Composite Reliability for each variable to validate the consistency of the data. The results demonstrate strong reliability for all constructs exceeding the minimum thresholds. This approach provides a reliable foundation for exploring the relationships among variables and testing the study's hypotheses.

Table 2. The HTMT Statistics

Constructs	Organizational Culture	Performance	Organizational Commitment
Organizational Culture			
Performance	0.866		
Organizational Commitment	0.899	0.853	
Motivation	0.872	0.871	0.888

Source: Adapted Smartpls 3 Output (2024)

Inner Model Findings

The structural model, often referred to as the inner model, is used to analyze and predict causal relationships between latent variables or directly measurable variables. This analysis specifies the causal relationships between variables, providing a foundation for hypothesis testing. Structural model testing is conducted only after the measurement model (outer model) has been validated for both reliability and validity. The evaluation of the structural model involves assessing the coefficient of determination (R^2) for dependent constructs and the t-statistic values for the path coefficients as in Table 3, demonstrating the extent to which the independent variables influence the dependent variable and supporting the evaluation of the research hypotheses. This rigorous approach ensures that the structural model is both statistically valid and practically applicable.

Table 3. Determination Coefficient

Construct/Measures	R Square	R Square Adjusted
Employee Performance	0.434	0.410
Organizational Commitment	0.642	0.630

Source: Adapted Smartpls 3 Output (2024)

Based on table 5.25, the determination test (R^2) of employee performance has an R^2 and R^2 Adjusted value of employee performance of 0.434 and 0.410

0.50, with a criterion of 0.3 classified as moderate, meaning that job satisfaction, organizational culture, work motivation through organizational commitment are able to contribute or influence 43 percent, so that the first research model of the study is robust. The organizational commitment variable has an R2 and R2 Adjusted value of 64 percent > 0.50, with a criterion of > 0.5 classified as strong, meaning that job satisfaction, organizational culture and work motivation influence organizational commitment very strongly and the second research model is robust, for the hypothesis testing as in Table 4.

Table 4. The Summary of Path Coefficients

Path Construction	Effect	t-values	p-values	Hypothesis
Culture → Organizational Commitment	0.555	4.589	0.001	Accepted
Work Motivation → Organizational Commitment	0.623	5.821	0.000	Accepted
Commitment → Employee Performance	0.579	6.456	0.000	Accepted
Organizational Culture → Employee Performance	0.532	4.706	0.001	Accepted
Work Motivation → Employee Performance	0.398	2.477	0.014	Accepted
Culture → Commitment → Employee Performance	0.752	5.026	0.000	Accepted
Motivation → Commitment → Employee Performance	0.529	2.476	0.014	Accepted

Source: Adapted Smartpls 3 Output (2024)

Note: t-statistic value > 1.96 for a significance level below 0.05

The measurement model results demonstrate that organizational commitment within Telkomsel Authorized Partner (TAP) companies is significantly influenced by organizational culture and work motivation (see Figure 1). Structural Equation Model 1 shows that organizational culture contributes 56%, while work motivation contributes 62%, with work motivation having the strongest impact. This finding is further validated by the path coefficient values, supported by the t-statistic and p-value results. These results indicate a strong organizational culture and enhancing work motivation effectively improves employee performance, contributing to the achievement of organizational goals.

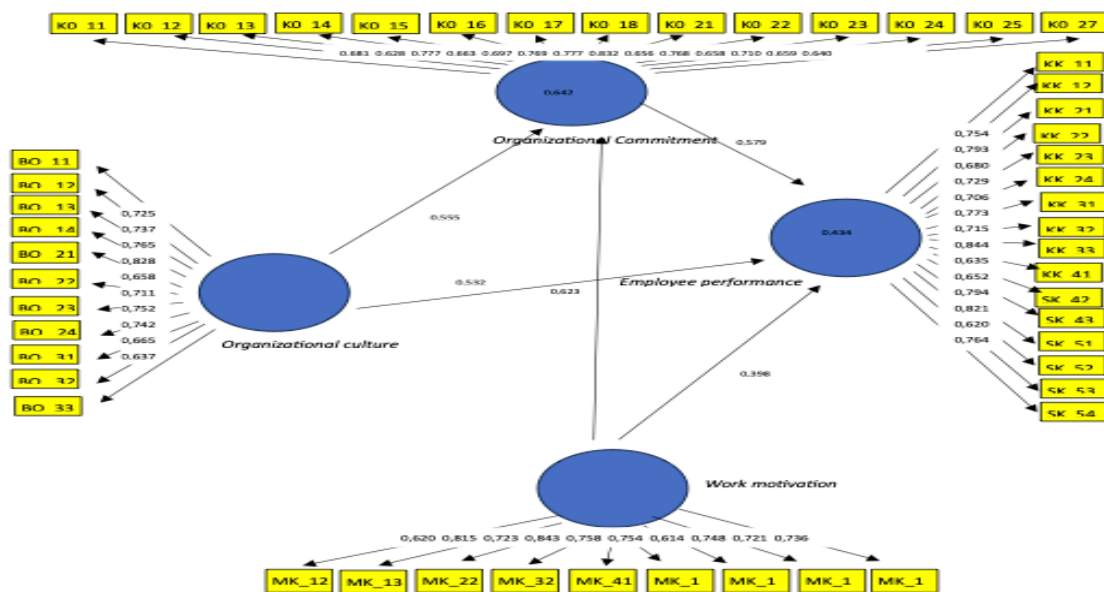


Figure 1. The Path Presentation

Source: Smartpls 3 Image

DISCUSSION

The statistical test results indicate that organizational culture has a positive and significant influence on organizational commitment at Telkomsel Authorized Partner (TAP), consistent with previous studies (Robbins et al., 2016; Robbins & Everitt, 1996). A strong organizational culture serves as a guiding norm for employees, enhancing organizational commitment, particularly in continuance commitment (Judge & Bono, 2000). Likewise, work motivation significantly affects organizational commitment, as shown by the results, which align with research by Hendijani et al. (2016) and Lee-Ross (2005). Key indicators such as improved work quality, recognition from superiors, and positive feedback from internal and external stakeholders highlight the role of motivation in strengthening commitment (Cameron & Pierce, 1994).

In addition, organizational commitment significantly improves employee performance, supporting findings from prior studies (Sumarlin, 2022). Both organizational culture and work motivation directly and significantly impact employee performance. The results reveal that a strong organizational culture establishes norms and references that drive employee performance (Janus, 2014). Similarly, high intrinsic work motivation significantly contributes to better performance (Karatepe & Tekinkus, 2006). These findings emphasize the importance of organizational culture and motivation in achieving higher employee performance and overall organizational effectiveness.

The statistical test results indicate that organizational culture has a positive and significant influence on organizational commitment at Telkomsel Authorized Partner (TAP), consistent with previous studies (Harhash et al., 2020; Hofstede, 2011; Wahyuni, 2022). A strong organizational culture serves as a guiding norm for employees, enhancing organizational commitment (Ebenso et al., 2020). Likewise, work motivation significantly affects organizational commitment, as shown by the results (Kim, 2012). Key indicators such as improved work quality, recognition from superiors, and positive feedback from internal and external stakeholders highlight the role of motivation in strengthening commitment.

Organizational commitment significantly improves employee performance (Alserhan & Al Shbail, 2020). Both organizational culture and work motivation directly and significantly impact employee performance (Moormann & Grau, 2017). The results reveal that a strong organizational culture establishes norms and references that drive employee performance (Anggoro KR., 2022; Shumba et al., 2017). Similarly, high intrinsic work motivation significantly contributes to better performance, as reported by Charoensukmongkol & Lamsam (2022) and Macau et al. (2016). These findings highlights the indispensable role of organizational culture and motivation in higher employee performance and overall organizational effectiveness.

The findings of this study suggest clear steps for managers at Telkomsel Authorized Partner (TAP) to improve employee performance. Managers must create a culture that supports shared values and norms through clear policies and structured teamwork. They must recognize employee achievements,

provide fair rewards, and offer career development programs to increase motivation. They should build a sense of belonging by meeting employees' professional needs and expectations. The environment of positive culture behavior urgently needs the cares of transformational leadership to pave the smooth transition and landing even for those not within the clear jurisdiction of the corporates' controls.

FURTHER STUDY

The study shows that organizational culture and work motivation both directly affect employee performance at Telkomsel Authorized Partner (TAP). Employee commitment mediates the relationship between these factors and performance. The findings suggest that a strong organizational culture and motivated employees lead to improved performance through the commitment they demonstrate.

These results enhance our understanding of how organizational culture and work motivation influence performance. Future research could explore the role of different cultural elements in driving motivation and performance in various industries. It would also be valuable to examine other factors that might mediate or moderate the relationship between organizational culture, work motivation, and employee performance.

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