

## STRATEGY FOR IMPLEMENTING ORGANIZATIONAL CULTURE IN COMPANIES AND THEIR IMPACT ON WORK MOTIVATION, JOB SATISFACTION, AND ORGANIZATIONAL COMMITMENT



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### Abstract

This study aims to analyze the relationship and interaction between work motivation, job satisfaction, and organizational commitment towards organizational culture. The research method uses a qualitative and quantitative approach, distributing questionnaires to respondents, which are then analyzed using descriptive statistics, correlation tests, mean difference tests, and ANOVA. The research results indicate that employee motivation, satisfaction, and commitment are at a fairly high level. The relationships between variables are positive, with the strongest correlation shown between job satisfaction and organizational commitment. ANOVA tests confirm the existence of significant interactions between motivation and satisfaction, as well as between satisfaction and commitment, but no simultaneous effect was found when all three variables were tested together. This finding confirms that job satisfaction plays a crucial role in creating a healthy organizational culture. A productive organizational culture can be built by strengthening work motivation, increasing satisfaction, and fostering commitment, especially by focusing on a combination of proven significant variables.

**Keywords :** Job Satisfaction, Organizational Commitment, Organizational Culture, Work Motivation

## INTRODUCTION

PT Naga Tobing Karya (PT NTK) is a company engaged in broiler chicken farming and trading. Established in 2023, PT NTK offers a variety of services ranging from broiler partnerships, healthy live chicken supply, chicken carcasses, to halal and hygienic frozen processed products. As a new company, PT NTK faces challenges from industry competition, technological advancements, and government regulations, which is why management considers it important to build a strong organizational culture. Organizational culture is believed to be able to serve as a guide in directing employee behavior, integrating internal interests, and strengthening commitment to common goals (Schein, 2017).

Organizational culture is understood as a set of values, norms, beliefs, and assumptions that guide the behavior of organizational members. In the context of PT NTK, preliminary survey results indicate cultural strengths in the areas of innovation, attention to detail, collaboration, and integrity. However, weaknesses were found in the aspects of results orientation, stability, and openness. This condition underscores the need for research to assess the extent to which organizational culture influences important variables in employee work behavior, particularly work motivation, job satisfaction, and organizational commitment.

Work motivation reflects both internal and external drives that guide individuals to achieve set goals (Robbin & Judge, 2019). Job satisfaction describes employees' positive feelings towards their work, which are influenced by working conditions, compensation, interpersonal relationships, job characteristics, and development opportunities (Luthan, 2016). Meanwhile, organizational commitment is a psychological condition that reflects emotional attachment, awareness of the cost of leaving, and moral obligation to remain in the organization (Meyer & Allen, 1997). These three variables are important because they are closely related to employee performance, retention, and organizational success.

Theoretically, this research uses the Integrative Model of Organizational Behavior from Colquitt, Lepine, and Wesson (2019) as its main foundation. This model explains how organizational mechanisms, such as organizational culture, interact with individual mechanisms, such as motivation and job satisfaction, to produce the outcome of organizational commitment. This research is also supported by a theoretical synthesis of various relevant studies that demonstrate a positive relationship between organizational culture and job satisfaction (Suliman, 2001), Lok & Crawford's (2004) research on organizational commitment, and Lund's (2012) research on work motivation. However, research simultaneously testing the relationship between these three variables in the context of new ventures is still limited, so this study is expected to provide both theoretical and practical contributions.

Based on these problems, this study aims to: 1) identify the current state of organizational culture at PT NTK; 2) analyze the influence of organizational culture on work motivation, job satisfaction, and organizational commitment; and 3) explore the interactions between these variables. The research hypothesis assumes that there are differences in motivation, satisfaction, and commitment between employees with high and low levels of organizational culture, and that there is an interaction effect between the variables of motivation, satisfaction, and commitment.

This research is expected to provide theoretical benefits in the form of a synthesis of organizational culture concepts and a theoretical model that can be used in further research, particularly in organizations with limited populations. As for the practical benefits, the

research findings can serve as a basis for PT NTK in formulating strategies to strengthen organizational culture, programs to improve job satisfaction, training on organizational commitment, and policies to enhance work motivation that are relevant to the company's current conditions.

## **REVIEW OF LITERATURE**

### **Organizational Culture**

Organizational culture is a system of values, norms, beliefs, and customs that are accepted and practiced by organizational members, creating an identity that plays a crucial role in achieving organizational goals. The indicators of organizational culture are: 1) collaboration; 2) openness; 3) stability; 4) results orientation; 5) integrity; 6) attention to detail; 7) innovation.

### **Work Motivation**

Work motivation is the internal drive that guides employees towards predetermined goals and is triggered by external circumstances, resulting in agreed-upon work outcomes. As for the indicators, they are divided into two: intrinsic and extrinsic dimensions. The intrinsic dimension has several indicators, including: 1) the desire to develop; 2) the desire to achieve within oneself; 3) the desire to receive recognition; 4) the desire to gain appreciation. Meanwhile, the extrinsic dimension has several indicators, including: 1) encouragement from others in the work environment; 2) status; 3) recognition and praise from superiors; 4) job security.

### **Job Satisfaction**

Job satisfaction is an emotional state that reflects a person's feelings towards the work they do, formed from their perception of the work environment, rewards, social relationships, career development, and personal expectations. The indicators of the job satisfaction variable are: 1) working conditions; 2) compensation & recognition; 3) interpersonal relationships; 4) the work itself; 5) opportunities for development.

### **Organizational Commitment**

Organizational commitment is a psychological state that characterizes employees' relationship with their organization and has implications for decisions to continue or terminate employees' membership in the organization. As for the indicators of organizational commitment, they are divided into three dimensions: affective commitment, continuance commitment, and normative commitment.

The affective commitment dimension, which is a sense of pride in being part of the organization, feeling emotionally attached to the organization, and feeling happy working in this organization. This dimension includes: 1) a sense of belonging to the organization; 2) a sense of pride in being part of the organization; 3) emotional attachment; 4) a desire to continue working in the organization.

The continuance commitment dimension, which is a fear of losing benefits if leaving the organization, feeling it is not easy to find comparable work elsewhere, and considering the cost of changing jobs too high. The indicators are as follows: 1) awareness of job change costs; 2) dependence on provided benefits; 3) career risk assessment; 4) lack of better job alternatives.

The dimension of normative commitment where employees feel morally responsible to stay employed, feel it would be unethical to leave the organization at this time, and which is

formed by educational, cultural, or religious values. Some of the indicators are as follows: 1) a sense of obligation to remain working in the organization; 2) a feeling of gratitude towards the organization; 3) commitment due to personal values; 4) loyalty based on principles and ethics.

### RESEARCH METHOD

This research was conducted at PT Naga Tobing Karya (PT NTK), located at LCC Batavia Tower 1, 6th Floor, Jln. KH. Mansyur Kav. 126, Central Jakarta, with a branch office in the Mawar Housing Complex, Taman Yasmin, Bogor. The research period will run from December 2024 to September 2025. The method used is sequential exploratory, which is qualitative research followed by quantitative research. According to Sugiyono (2017), this method consists of two stages: qualitative research to explore the actual conditions of organizational culture and generate hypotheses, and quantitative research to test these hypotheses through surveys and statistical analysis.

The study population consisted of all 24 permanent employees of PT NTK. Due to the relatively small number, the study was conducted on the entire population (census). Quantitative data was obtained through closed questionnaires with a 1–5 Likert scale. Positive questions are scored from 1 (strongly disagree) to 5 (strongly agree), while negative questions are scored in reverse, from 5 to 1. Validity and reliability tests are conducted to ensure the quality of the instrument (Sugiyono, 2017).

The operationalization of variables in this study includes the independent variable of organizational culture and three dependent variables: work motivation, job satisfaction, and organizational commitment. Table 1 below summarizes the operational definitions, key indicators, and measurement scales.

**Table 1:**  
**Definition of Research Variables**

<b>Variable</b>	<b>Operational Definition</b>	<b>Key Indicator</b>
Organizational Culture (X)	Employee perceptions of organizational values, norms, and practices	Innovation, attention to detail, results-oriented, openness, collaboration, integrity, stability
Work Motivation (Y <sub>1</sub> )	Intrinsic and extrinsic motivations influencing work behavior	Intrinsic: achievement, self-development, recognition. Extrinsic: supervisor support, status, job security
Job Satisfaction (Y <sub>2</sub> )	Positive feelings towards work based on working conditions and rewards	Working conditions, compensation, interpersonal relationships, the work itself, development opportunities, supervision
Organizational Commitment (Y <sub>3</sub> )	Employees' psychological attachment to the organization	Affective, continuous, normative commitment

Quantitative data analysis techniques are performed in several stages. First, descriptive statistics are used to describe data characteristics through mean, median, maximum, minimum, and standard deviation values (Sugiyono, 2022). Second, a mean score difference

test was conducted to examine the differences in work motivation, job satisfaction, and organizational commitment between employees with high and low organizational culture, using a mean difference test (t-test) according to Supardi (Supardi, 2017). Third, an interaction effect test was performed using Analysis of Variance (ANOVA) to determine the relationship between work motivation, job satisfaction, and organizational commitment (Supardi, 2017). Fourth, the correlation test between variables was conducted using Product-Moment correlation, considering the research data originated from questionnaires with a Likert scale (Sugiyono, 2022).

Research hypotheses are formulated to test differences and interactions between variables. In general, the hypothesis states that there are differences in work motivation, job satisfaction, and organizational commitment between employees with high and low organizational culture, and that there is an interaction between work motivation, job satisfaction, and organizational commitment.

## RESULTS AND DISCUSSION

### Description of Research Results Data

#### Research Subjects

The research subjects consisted of 24 permanent employees of PT Naga Tobing Karya (PT NTK) who were willing to be respondents. The demographic characteristics of the respondents were classified by gender, highest education level, and length of service. Out of the total respondents, 16 were male, and 8 were female, making male employees more dominant.

Based on their highest level of education, the majority of respondents are high school graduates, while there are fewer D3 and S1 graduates. In terms of length of service, the largest group is employees with 1–2 years of service, followed by those with less than 1 year of service, and the smallest group is those with more than 2 years of service. This aligns with the fact that PT NTK is still relatively new, having been in operation for only three years.

#### Descriptive Statistics

Descriptive analysis is used to provide an overview of respondents' perceptions of the four research variables: organizational culture, work motivation, job satisfaction, and organizational commitment. This analysis includes measures of central tendency (mean, median, mode) as well as measures of dispersion (standard deviation, variance, and range).

**Table 2**

**Statistical Data of Research Variables**

No	Measurement	X	Y <sub>1</sub>	Y <sub>2</sub>	Y <sub>3</sub>
1	Data Amount	24	24	24	24
2	Mean	141,42	155,92	120,79	157,92
3	Median	145	161,50	120,00	153,50
4	Mode	135	146	105	163
5	Std. Deviation	7,19	11,643	14,644	10,846
6	Variance	51,81	135,558	214,433	117,645
7	Range	24	37	42	53
8	Minimum Score	133	143	99	127

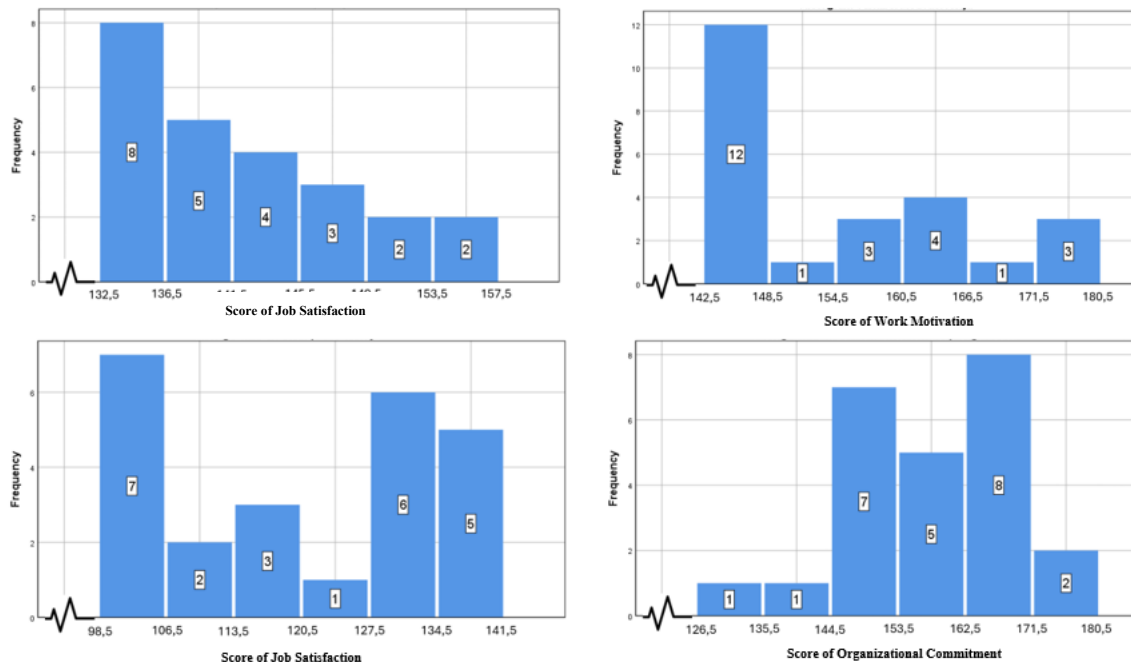
No	Measurement	X	Y <sub>1</sub>	Y <sub>2</sub>	Y <sub>3</sub>
9	Maximum Score	157	180	141	180
10	Total	3394	3742	2899	3790

The analysis results (Table 2) show that organizational culture, work motivation, and organizational commitment are in the high category. Organizational culture has an average of 141.42 (median 145), work motivation 155.92 (median 161.5), and organizational commitment 157.92 (median 153.5). These results indicate a strong organizational culture, high work motivation, and employee loyalty to the organization.

Conversely, job satisfaction showed a lower average of 120.79 (median 120) with a wider data spread (standard deviation = 14.64; range = 42). This means that although the majority of employees feel quite satisfied, there are significant differences between respondents. Thus, the aspect of job satisfaction still requires more attention to align with other variables.

**Distribution of Variable Scores**

Histograms are used to illustrate the distribution of scores for each research variable



**Figure 1**  
**Histogram of Research Variables**

Regarding organizational culture, most respondents fell within the low-to-moderate range (133–136), with a left-skewed distribution pattern. Work motivation was also dominated by low-to-moderate scores (143–148), with few respondents scoring high. Job satisfaction showed a more varied distribution with two main peaks: low scores (99–106) and high scores (127–141). Organizational commitment was predominantly in the moderate-to-high category (145–171).

### **Classification of Organizational Culture Levels**

The comparison between theoretical and empirical medians shows that all variables fall into the high category. The empirical medians for organizational culture (145), work motivation (161.5), job satisfaction (120), and organizational commitment (153.5) are all higher than the theoretical medians for each variable. This indicates that respondents' perceptions are generally positive towards all four research variables.

Grouping respondents based on the median organizational culture score resulted in two categories: high and low. The results showed consistent differences, with employees in the high organizational culture group having higher scores for motivation (165.67), job satisfaction (134.25), and commitment (166.5) compared to the low group, which recorded scores of 146.17, 107.33, and 149.75, respectively. This finding confirms the positive relationship between organizational culture and the other three variables.

### **Analysis of Mean Score Differences for Each Variable**

Based on the results of the independent samples t-test, a significant difference was found between employee groups with high and low organizational culture. The analysis results in Table 4.22 show a t-statistic value of 7.250 with  $df = 22$ , while the t-table value at a 5% significance level ( $df = 22$ ) is 2.07. Since the t-statistic (7.250) is greater than the t-table value (2.07),  $H_0$  is rejected, leading to the conclusion that the two groups are indeed significantly different. This proves that grouping employees based on organizational culture results in valid and significant categories.

Regarding work motivation, employees with a strong organizational culture had an average score of 165.67, while the low group scored only 146.17. This difference is particularly evident in the openness indicator, which correlates with job security ( $r = 0.653$ ), and the innovative indicator, which correlates with a desire to grow ( $r = 0.648$ ). This finding indicates that an organizational culture that emphasizes openness and innovation plays a crucial role in boosting employee motivation. Fitriani (2020) also found that a conducive organizational culture can increase work motivation through social support, a sense of security, and space for innovation. Thus, the motivational gap between groups in this study aligns with both theory and previous findings.

Furthermore, job satisfaction also showed a significant difference, with the average score for the high-culture group being 134.25, while the low-culture group only scored 107.33. This difference of 26.92 points is primarily influenced by the interpersonal relationships and development opportunities indicators. Employees in high organizational cultures perceive more open communication, harmonious working relationships, and greater opportunities for self-development, leading to increased job satisfaction. Conversely, limited growth opportunities and weak communication in low-culture groups result in decreased satisfaction. This phenomenon aligns with Herzberg's theory of motivator and hygiene factors, and is supported by research from Mukarramah and Saroyo (2023) and Widodo (2021), which confirms the positive influence of organizational culture on job satisfaction.

Differences were also evident in organizational commitment, with an average score of 166.08 in the high-culture group and 149.75 in the low-culture group. The most contributing indicators are organizational belonging and loyalty due to ethics, which are proven to correlate with the openness and stability of organizational culture. A transparent and consistent culture fosters the development of affective and normative commitment, as explained in Meyer & Allen's (1997) theory. This finding aligns with the research by Samuel

et al (2020), which demonstrated the significant influence of organizational culture on affective commitment, as well as Ferine (2021), who confirmed that commitment and work ethic are important pathways for organizational culture in improving performance.

Overall, the results of this study indicate that organizational culture not only differentiates levels of employee motivation, satisfaction, and commitment, but also has significant practical implications. Employees with low motivation, satisfaction, and commitment tend to exhibit low productivity, lack initiative, and are at high risk of turnover. Therefore, organizations need to strengthen cultural values that emphasize openness, innovation, and self-development so that differences between groups can be minimized and overall company performance can be optimized.

**Analysis of the Influence of Variable Interaction**

The interaction effect test aims to determine whether the variables of Work Motivation, Job Satisfaction, and Organizational Commitment influence each other (interact) or are independent (do not interact). Interaction testing was performed using Analysis of Variance (ANOVA). Although the data in this study were analyzed mostly using non-parametric techniques, ANOVA analysis was used to test the hypothesis regarding the influence of the interaction between work motivation, job satisfaction, and organizational commitment variables. This is because there is no non-parametric technique capable of simultaneously testing the interaction between two or more independent variables. The use of ANOVA in this context is methodologically justified given the exploratory nature of the research and its lack of generalizability, and is supported by Supardi's (2017) approach, which specifically formulates interaction analysis in social and educational research using ANOVA.

**Table 3**  
 ANOVA Test Results

<b>Variant Source</b>	<b>db</b>	<b>JK</b>	<b>RJK</b>	<b>F-stat.</b>	<b>F-table (0.05)</b>	<b>Result</b>
Interaction between Work Motivation and Job Satisfaction	1	54,000	54,000	28,800	4,49	F-stat > F-table. H <sub>0</sub> Rejected and H <sub>1</sub> Accepted
Interaction between Work Motivation and Organizational Commitment	1	2,667	2,667	1,422	4,49	F-stat < F-table. H <sub>0</sub> Accepted and H <sub>1</sub> Rejected
Interaction between Job Satisfaction and Organizational Commitment	1	28,167	28,167	15,022	4,49	F-stat > F-table. H <sub>0</sub> Rejected and H <sub>1</sub> Accepted
Interaction between Work Motivation, Job Satisfaction, and	1	6,000	6,000	3,200	4,49	F-stat < F-table. H <sub>0</sub> Accepted and H <sub>1</sub> Rejected

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Organizational Commitment			
<b>In the Group (D)</b>	<b>16</b>	<b>30,000</b>	<b>1,875</b>
<b>Reduction Total</b>	<b>23</b>	<b>1191,833</b>	

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Based on the results of the ANOVA test (Table 2), it was found that there were significant differences in the interaction between work motivation, job satisfaction, and organizational commitment variables. The analysis results are presented in the following sub-sections.

#### **The Influence of the Interaction between Work Motivation and Job Satisfaction**

The ANOVA results show that the interaction between work motivation and job satisfaction significantly affects organizational culture, with an F-statistic of  $28.800 > F\text{-table}$  of 4.49 at a significance level of 5%. Therefore,  $H_0$  is rejected and  $H_1$  is accepted. This indicates that work motivation and job satisfaction are not independent but mutually reinforcing in influencing employees' perceptions of organizational culture. Analysis of the indicators shows a strong correlation between interpersonal relationships (job satisfaction) and encouragement from others (work motivation), with a correlation coefficient of 0.624. Additionally, the indicator of development opportunities correlates with achievement motivation at 0.648. This finding confirms that a work environment that supports social interaction and self-development opportunities can increase both motivation and job satisfaction.

This finding aligns with the Job Characteristics Model developed by Hackman and Oldham (1980), where job characteristics rich in skill variety, task identity, and feedback foster intrinsic motivation and job satisfaction. Alrawi et al. (2019) also found that intrinsic motivation is positively related to job satisfaction in organizations with an open communication culture. Similar findings were reported by Handayani and Rachmawati (2018), stating that work motivation has a significant influence on job satisfaction.

Practically, these results imply that highly motivated but dissatisfied employees are at risk of burnout, while satisfied but unmotivated employees tend to be passive. Therefore, organizations need to integrate strategies to improve motivation and satisfaction, for example, through reward systems, career development opportunities, and strong interpersonal support.

#### **The Influence of the Interaction between Work Motivation and Organizational Commitment**

The ANOVA results show that the interaction between work motivation and organizational commitment is not significant, with an F-statistic of  $1.422 < F\text{-table}$  of 4.49, therefore  $H_0$  is accepted. This means that although both are important, motivation and commitment do not reinforce each other when tested simultaneously. Work motivation is more related to psychological energy for completing tasks, while organizational commitment is more stable because it is rooted in long-term values and experiences. According to Meyer and Allen (1997), commitment is formed through affective, normative, and continuance dimensions, which are different in nature from the more dynamic work motivation.

Purwanto et al.'s (2020) research shows that work motivation affects performance, but not significantly organizational commitment. Similar results were also found by Shah et al.

(2020), who stated that motivation drives productivity but does not necessarily increase loyalty.

Practically, this means that management needs to separate strategies for managing motivation and commitment. Motivation can be increased through challenges, rewards, and learning opportunities, while commitment needs to be strengthened through policy consistency, employee participation, and the cultivation of organizational values.

### **The Influence of the Interaction between Job Satisfaction and Organizational Commitment**

Based on the ANOVA results, job satisfaction and organizational commitment significantly interact, with an F-statistic of 15.022 > an F-table value of 4.49. Thus,  $H_0$  is rejected. This result confirms that the higher the job satisfaction, the stronger the employees' commitment to the organization. Analysis of the indicators shows that satisfaction arising from interpersonal relationships and opportunities for growth strengthens the sense of belonging and loyalty. Employees who are satisfied due to social support and clear career prospects tend to reciprocate with high emotional commitment.

Theoretically, this result aligns with Social Exchange Theory (Blau, 1964), which explains that work relationships are based on the principle of reciprocity. Satisfaction encourages employees to reciprocate with loyalty to the organization. Meyer and Allen (1997) also assert that job satisfaction is the foundation for the formation of affective commitment. Empirical evidence supports this, including studies by Putri and Riyanto (2021) and Basyir et al. (2019), which show that job satisfaction significantly influences organizational commitment.

The practical implication is that organizations need to maintain employee satisfaction through career transparency, open communication, and fair recognition. Thus, workforce loyalty and stability can be maintained.

### **The Influence of the Interaction between Work Motivation, Job Satisfaction, and Organizational Commitment**

The ANOVA results show that the simultaneous interaction between work motivation, job satisfaction, and organizational commitment is not significant, with an F-statistic of 3.200 < F-table of 4.49, therefore  $H_0$  is accepted. This result differs from the significant interactions between the two variables (motivation–satisfaction and satisfaction–commitment). This condition indicates that the influence of each variable is stronger when paired, but becomes weaker when tested simultaneously.

This phenomenon can be explained through Baron and Kenny's (1986) Partial Mediation framework. In many cases, job satisfaction mediates the influence of motivation on commitment, but only partially. Tran et al. (2021) and Rivai and Mulyani (2012) also found that although these variables have a partial effect, their simultaneous interaction is not significant.

The implication is that organizations should not try to manage motivation, satisfaction, and commitment with a single strategy. A more effective approach is to focus strategies on a combination of variables that have already proven significant, for example, by managing motivation-satisfaction through reward systems, or satisfaction-commitment by strengthening interpersonal relationships.

## CONCLUSION

This study aims to analyze the relationship between work motivation, job satisfaction, and organizational commitment within the context of organizational culture, as stated in the introduction. The results of the descriptive analysis indicate that all three research variables are in the fairly high category, signifying that respondents generally have a strong work ethic, feel adequate satisfaction, and have a stable commitment to the organization.

Analysis of the relationship between variables and indicators shows a significant positive correlation, especially between motivation and satisfaction, as well as between satisfaction and commitment. Furthermore, the results of the mean score difference test demonstrate variations in achievement among respondent groups, with work motivation ranking highest, while job satisfaction shows greater variation. The analysis of interactions between variables confirms that not all variable combinations have a significant impact, but the interaction of motivation with satisfaction and satisfaction with commitment is proven to have a positive influence on strengthening organizational culture.

Thus, it can be concluded that the research results are consistent with the initial objectives stated in the introduction, namely to prove the mutually supportive relationship between motivation, satisfaction, and commitment in building a healthy organizational culture. Work motivation serves as a driving force, job satisfaction is a source of positive emotional experience, while organizational commitment strengthens employees' long-term bond with the company.

The future development prospects for this research are to expand the scope of respondents across various industrial sectors to obtain a more representative overview. Additionally, future research could integrate other variables, such as leadership, organizational climate, or work-life balance, to enrich the understanding of factors contributing to organizational culture. From a practical standpoint, the results of this study can be implemented by companies through strengthening reward systems, career transparency, increasing opportunities for self-development, and fostering harmonious interpersonal relationships. With this strategy, the organization is expected to sustainably increase employee motivation, satisfaction, and commitment.

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