

Influence of Work Culture, Work Motivation and Job Satisfaction on Organizational Commitment

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ABSTRACT

This study aims to analyze the influence of work culture, work motivation, and job satisfaction on organizational commitment in employees of the Prambanan District Office. The specific objectives of this study are: 1) to analyze the influence of work culture on organizational commitment; 2) analyze the influence of work motivation on organizational commitment; 3) analyze the influence of job satisfaction on organizational commitment; and 4) analyze the simultaneous influence of work culture, work motivation, and job satisfaction on organizational commitment. The method used is a survey with the distribution of questionnaires as a primary data collection tool. This research was carried out in January 2024 at the Prambanan District Office, with a population of 50 employees, all of whom were respondents using the census method. Data was collected through a questionnaire based on the Likert scale, which measures positive and negative responses to research statements. Data analysis was carried out using Multiple Linear Regression. The results showed that work culture had a significant positive influence on organizational commitment, while work motivation and job satisfaction did not show a significant influence on organizational commitment. However, simultaneously, work culture, work motivation, and job satisfaction have a significant influence on organizational commitment. These findings provide insight into the factors that affect organizational commitment in the government office environment.

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

Pengaruh Budaya Kerja, Motivasi Kerja dan Kepuasan Kerja terhadap Komitmen Organisasi

Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh budaya kerja, motivasi kerja, dan kepuasan kerja terhadap komitmen organisasional pada pegawai Kantor Kecamatan Prambanan. Tujuan khusus penelitian ini adalah: 1) menganalisis pengaruh budaya kerja terhadap komitmen organisasional; 2) menganalisis pengaruh motivasi kerja terhadap komitmen organisasional; 3) menganalisis pengaruh kepuasan kerja terhadap komitmen organisasional; dan 4) menganalisis pengaruh simultan budaya kerja, motivasi kerja, dan kepuasan kerja terhadap komitmen organisasional. Metode yang digunakan adalah survei dengan penyebaran kuesioner sebagai alat pengumpulan data primer. Penelitian ini dilaksanakan pada bulan Januari 2024 di Kantor Kecamatan Prambanan dengan jumlah populasi 50 orang pegawai yang seluruhnya merupakan responden dengan menggunakan metode sensus. Pengumpulan data dilakukan melalui kuesioner yang menggunakan skala likert yang mengukur respon positif dan negatif terhadap pernyataan penelitian. Analisis

data dilakukan dengan menggunakan Regresi Linier Berganda. Hasil penelitian menunjukkan bahwa budaya kerja memiliki pengaruh positif signifikan terhadap komitmen organisasional, sedangkan motivasi kerja dan kepuasan kerja tidak menunjukkan pengaruh signifikan terhadap komitmen organisasional. Namun, secara simultan, budaya kerja, motivasi kerja, dan kepuasan kerja memiliki pengaruh yang signifikan terhadap komitmen organisasi. Temuan ini memberikan wawasan tentang faktor-faktor yang mempengaruhi komitmen organisasi di lingkungan kantor pemerintah.

Kata kunci: Budaya Kerja, Motivasi Kerja, Kepuasan Kerja, Komitmen Organisasi

INTRODUCTION

In this modern era, every business needs human resources (HR), which is considered important and greatly affects the effectiveness of the organization, especially in the long run. This is done solely as one of the company's efforts to achieve organizational goals (Syahril et al., 2022). Human resources are essentially the main asset and integral part of an organization or company. Quality resources are essential for the survival of an organization, while effective management is the key to the success of an organization (Chevalier-Roignant & Trigeorgis, 2011). One of the professionalism of HR is being able to work well. If an organization wants to grow rapidly, then the organization must have human resources who are able to display good performance (Rožman et al., 2023a). Competitive advantage and innovation often depend on the ability of HR to carry out their tasks efficiently and effectively (Rožman et al., 2023b). Therefore, good human resource development and management is an important investment for the long-term growth and success of an organization. By having a skilled and high-performing team, an organization can more easily compete in the market and achieve its strategic goals (Martinson & Leon, 2018).

The commitment of organizational members is important for an organization in achieving the survival of the organization regardless of its organizational form. Commitment shows the desire of a

company's employees to stay and work and devote themselves to the company (Pfitzenreuter et al., 2021). In addition, work as a means of human self-realization, so humans must work and the work must be encouraging, the consequence is that work must give humans satisfaction (Pfitzenreuter et al., 2021). But the reality is that not all humans feel satisfaction when facing work. Humans feel alienated from work and react negatively to their work. Here it can be seen that the job obtained is a compulsion that he must accept because there is no other alternative. If this happens, there will be a job transfer.

The involvement of individuals in the organization by working well to achieve the organization's goals is an ideal condition to be expected. Individuals are required to be committed not only to specific tasks, but also to the organization in which they work (AL-Jabari & Ghazzawi, 2019). Zulkarnain & Annisa, (2014) Stating that the organization's high commitment to employees will benefit the organization, because it will make employees more stable and productive. A high level of organizational commitment expresses a willingness of employees to contribute as part of their belief in the same values and goals with the organization.

According to (Zhang et al., 2024) Organizational commitment is the degree to which an employee is in favor of a particular organization and its goals, and intends to maintain membership in that organization.

A person's success and performance in a field of work is largely determined by the level of professionalism competence, as well as their commitment to the field they are engaged in (Airyq et al., 2023). As something that is positively related to performance, commitment is an attitude and behavior. As something that is positively related to performance, commitment is an attitude and behavior.

The existence of a commitment can be an encouragement for someone to work better or vice versa causing someone to leave their job, due to the demands of another commitment (Shaikh et al., 2024). An organizational commitment shows a person's ability to identify his or her involvement in a part of the organization (Oliveira et al., 2024). Organizational commitment is built on the basis of employee trust in the organization's values, the willingness of workers to help realize organizational goals and loyalty to remain members of the organization (Ng, 2015). Therefore, organizational commitment will create a sense of belonging for workers towards the organization. If the worker feels that he is bound to the existing organizational values, he will feel happy at work, so that his performance can improve.

Some of the factors that can affect organizational commitment are work culture, work motivation, and job satisfaction. According to (Mousa Alriyami et al., 2024) Organizational culture is a guide for company employees in interacting with fellow colleagues, and is a guideline in decision-making. Nassani et al., (2024) shows that organizational culture has a positive effect on job satisfaction. Organizational Culture is very important in connecting the company with employees. In addition, job satisfaction can also be influenced by work motivation (Panagiotis et al., 2014). Employees in general will get satisfaction in working through good work performance, so they are motivated to do

this. Results (Triguero-Sánchez et al., 2022) shows that organizational culture has a positive effect on organizational commitment, while research (Triyanto & Jaenab, 2020) Organizational culture has a negative effect on organizational commitment.

In addition to work culture, to achieve organizational goals in a better direction, both internal and external motivation is needed (Barriga Medina et al., 2024). Intrinsic motivation is a motivation that arises from within the mind, heart and self-desire (Shao et al., 2024). External motivation is a motivation that arises due to encouragement from outside the individual, for example from other people and the organization where you work (HassanHassan & BerkovichBerkovich, 2024). According to (Thai et al., 2024) Motivation is something or a force that encourages a person to perform certain actions or behaviors or actions in certain ways. While (Tran et al., 2024) Defines motivation as a state in a person's person that encourages an individual's desire to do certain activities in order to achieve a goal. As an employee who has the motivation to complete his work well is something fun, because usually employees will get satisfaction through high employee work performance (Diamantidis & Chatzoglou, 2019). Employees can be given a wider responsibility to make decisions and perform employee tasks because employees already have the drive to work well and are more likely to achieve company goals in a good way. Results (The Fagbola, 2023) shows that motivation has a positive effect on organizational commitment. This is shown by employees who play an active role professionally in carrying out the duties of serving, planning, implementing and evaluating all activities that aim to advance the agency or organization.

Job satisfaction can also affect organizational commitment. Job

satisfaction is how a person feels about his or her job (Y.-S. Liu et al., 2024). Meanwhile, according to (Pérez-Castejón et al., 2024) Job satisfaction is a concept that describes a person's level of happiness, satisfaction, and love for their work. It is a positive feeling that arises when individuals feel that the work they are doing provides value, recognition, and meets their personal needs and expectations at work. Job satisfaction encompasses a variety of aspects, including relationships between employees, the quality of the work environment, the level of control that individuals have over their work, recognition of achievements, and rewards and rewards received (Fournier et al., 2019).

The Prambanan District Office has a number of important tasks in running the government at the sub-district level. One of the main tasks is to coordinate the implementation of government programs at the sub-district level. It includes programs related to community services, infrastructure, education, health, and various other important aspects. The Prambanan District Office is also responsible for supporting the implementation of general elections, such as the election of village heads, as well as managing population administration, such as the issuance of ID cards and birth certificates. In addition, they also play a role in maintaining order and security in the sub-district area, in collaboration with the police and other related agencies.

In addition, the Prambanan District Office also has the responsibility of collecting data and information about the condition of the sub-district, including socio-economic, demographic, and environmental data. This information is very important in development planning and policy-making at the sub-district level. The Prambanan District Office must also provide administrative services to the community, such as the issuance of certain

certificates and permits. By carrying out these tasks, the Prambanan District Office plays an important role in maintaining the welfare and development of the sub-district area, as well as ensuring that the needs and expectations of the community are met.

The importance of organizational commitment to employees at the Prambanan District Office has a significant impact on various aspects, both for individuals and for the organization as a whole. Organizational commitment is a very important concept in the context of human resource management and organizational productivity. It refers to the level of engagement, loyalty, and passion that members of an organization have towards the company's goals, values, and vision. Organizational commitment can affect the performance of individuals, groups, and organizations as a whole. Individuals who have a high level of organizational commitment tend to perform better in the workplace. They are more motivated to achieve organizational goals and strive to give their best.

Employees who feel connected to the organization have higher retention rates. They tend to stay with the company longer, reducing recruitment and retraining costs. Organizational commitment creates more engaged employees. They feel connected to the company's mission and values, which can increase productivity and creativity (Sampene et al., 2024). Mangialavori et al., (2024) Explaining that job satisfaction is basically one of the psychological aspects that reflects a person's feelings towards his job, he will feel satisfied with the compatibility between his abilities, skills and expectations with the job he is facing.

Satisfaction is actually a subjective state that is the result of a conclusion based on a comparison of what the employee receives from his or her job compared to what is expected, desired and thought of as appropriate or entitled to it (Ali & Dafous,

2024). While each employee subjectively determines how satisfying the job is. Job satisfaction is individual where each individual has a different level of satisfaction. The satisfaction felt by each individual or employee is a conclusion based on a comparison of what is received directly from the results of his work with what is desired or expected to be appropriate or worthy of being received by the employee.

The objectives of this study are as follows: first, to analyze the influence of work culture on organizational commitment in employees of the Prambanan District Office. Second, evaluate the influence of work motivation on organizational commitment in the same office. Third, examine the effect of job satisfaction on organizational commitment among these employees. Finally, this study also examines the simultaneous influence of work culture, work motivation, and job satisfaction on organizational commitment in the Prambanan District Office.

RESEARCH METHODS

This study uses the survey data collection method as a questionnaire that is disseminated, in the form of a statement as a data collection tool. The data collection used in this study is primary data, namely analysis data from the first source. The

place of this research was carried out at the Prambanan District Office in January 2024.

The population of this study is all employees working at the Prambanan District Office which totals 50 people. Of the 50 population, all were made respondents. This study uses primary data obtained from direct sources, namely individual respondents. Data was collected through the dissemination of questionnaires designed as a data collection tool. This questionnaire uses the Likert scale to measure positive or negative responses to research statements. The Likert scale consists of five levels: strongly disagree, disagree, neutral, agree, and strongly agree. The questionnaire used is a closed questionnaire, in which respondents are asked to put a check mark on the column available for each statement. Respondents were asked to choose statements that fit their perceptions and conditions. Data analysis was carried out using Multiple Linear Regression.

RESULTS AND DISCUSSION

Regresi Linear Berganda

Hypothesis testing was carried out using Multiple Linear Regression analysis which tested the influence of the two independent variables on the dependent variables. Table 1 are the results of multiple regression testing.

Table 1
Multiple Linear Regression Test

Variable	Regression Coefficient	Sig Value	Information
Constant	3,194	0,073	
Work Culture	0,270	0,000	Signifikan
Work Motivation	-0,055	0,353	Insignifikan
Job Satisfaction	0,108	0,456	Insignifikan

Source: Primary Data Processing, 2024

Based on the results of linear regression analysis in Table 1, the multiple regression equation is obtained as follows:

$$Y = 3,194 + 0,270X_1 - 0,055X_2 + 0,108X_3 + e$$

a. Constanta (a)

In the equation above, the constant value is obtained at 3.194 which means that if the score on work culture, work motivation, and cooperation satisfaction is zero (no change) then the value of organizational commitment is 3.194.

b. Work Culture Regression Coefficient (b1)

The regression coefficient of work culture in the equation is obtained by 0.270 (positive) which means that if the work culture increases by 1 unit, the organizational commitment will increase by 0.270 and vice versa, if the work culture decreases by 1 unit, the organizational commitment will decrease by 0.270.

c. Work Motivation Regression Coefficient (b2)

The regression coefficient of work motivation in the equation is obtained as 0.055 (negative) which means that if work motivation increases by 1 unit, organizational commitment will decrease by 0.055 and vice versa, if work motivation decreases by 1 unit, organizational commitment will increase by 0.055.

d. Job Satisfaction Regression Coefficient (b2)

The regression coefficient of job satisfaction in the equation is obtained as 0.108 (positive) which means that if job satisfaction increases by 1 unit, the organization's commitment will increase by 0.108 and vice versa, if job satisfaction decreases by 1 unit, the organization's commitment will decrease by 0.108.

Test T

Partial influence testing is needed to find out whether there is an influence between the independent variable and the individually bound variable. This regression test aims to find out whether there is a significant influence of each independent variable using a confidence level of 5% or $(\alpha) = 0.05$. The criteria for acceptance and rejection of H_a based on significant values are as follows (Ghozali, 2018):

- a. If the significance level $\leq \alpha = 0.05$, then H_a is accepted (there is a significant influence)
- b. If the significance level $> \alpha = 0.05$, then H_a is rejected (no significant influence)

The test results in Table 1 obtained a significance value of $0.000 < 0.05$. These results show that work culture has a significant effect on organizational commitment to employees at the Prambanan District Office. From the regression analysis in Table 4.9, it can be concluded that the research hypothesis which reads "Work culture has a significant positive effect on organizational commitment to employees of the Prambanan District Office", is accepted.

The test results in Table 1 obtained a significance value of $0.353 > 0.05$. These results show that work motivation does not have a significant effect on organizational commitment to employees at the Prambanan District Office. From the regression analysis in Table 4.9, it can be concluded that the research hypothesis which reads "Work motivation has a significant positive effect on organizational commitment in employees of the Prambanan District Office", was rejected.

The test results in Table 1 obtained a significance value of $0.456 > 0.05$. These results show that job satisfaction does not have a significant effect on organizational

commitment to employees at the Prambanan District Office. From the regression analysis in Table 4.9, it can be concluded that the research hypothesis which reads "Job satisfaction has a significant positive effect on organizational commitment to employees of the Prambanan District Office", was rejected.

Test F

The simultaneous significance test shows that the test of the influence of independent variables included in the model has a simultaneous influence on the dependent variables (Ghozali, 2018). This test uses the F test, namely by comparing the F calculation with the F table using a significance level of 0.05 ($\alpha = 5\%$).

To prove the correctness of the hypothesis proposed in the study, the F test is used, which is to find out the extent to

which the independent variables are able to explain the bound variables. If the result of the calculation of F_{cal} is greater than F_{table} , then H_0 is rejected, so it can be said that the independent variable of the regression model can explain the contiguous variable constrained. Conversely, if F_{count} is smaller than F_{table} then H_0 is accepted, thus it can be said that the independent variable of the multiple linear regression model is incapable of explaining its bound variable. The provisions in analyzing are as follows:

- a. If the significance > 0.05 , it means that together the independent variables do not have a significant influence on the dependent variables.
- b. If the significance < 0.05 , it means that together the independent variables have a significant influence on the dependent variables.

Table 2
Anova Test

Significance Value	Information
0,000	Signifikan

Source: Primary Data Processing, 2024

Based on the results of the Anova test, it is known that the significance value is $0.000 < 0.005$, which means that work culture, work motivation, and job satisfaction have a significant simultaneous effect on organizational commitment. Thus, it can be concluded that the research hypothesis which reads "Work culture, work motivation, and job satisfaction have a significant simultaneous effect on

organizational commitment at Indomaret minimarket in Yogyakarta", is accepted.

Coefficient of Determination (R^2)

The determination coefficient (R^2) test aims to measure how far the model is able to explain the variation of independent variables. The results of the Coefficient of Determination are presented in the following table 3.

Table 3
Determination Coordination Test Results

Type	R	R Square	Std. Error of the Estimate
1	0,737	0,543	2,176

Source: Primary Data Processing, 2024

Based on the output results in Table 3, it shows that the magnitude of R² is 0.543 or 54.3%. This means that 54.3% of the variables of *organizational commitment* are explained by the variables of organizational culture, work motivation, and job satisfaction. While the remaining 45.7% was influenced by other variables that were not studied in this study.

The Influence of Work Culture on Organizational Commitment to Employees of the Prambanan District Office

The results of the analysis showed that work culture had a significant positive effect on organizational commitment to employees of the Prambanan District Office.

A positive work culture has a central role in forming a strong commitment to the organization. When the values, norms, and behaviors embraced by an organization create a supportive and inclusive environment, it has a significant impact on employees (Teymoori et al., 2022; Triguero-Sánchez et al., 2022). The work culture in an organization often reflects the way the organization operates and the interactions between its members. This is because work culture shapes the norms and values that guide how members of the organization interact and complete daily tasks (OlafsenOlafsen et al., 2021). This culture not only influences how work is done, but it also reflects the beliefs and values embraced by the organization (Pickles, 2012). For example, organizations with a work culture that supports collaboration tend to see more open interactions and effective teamwork, while organizations with a competitive culture may experience tougher competition between their members (Xenikou, 2019).

A strong work culture can improve employee performance and job satisfaction (Chatman & O'Reilly, 2016). Study by (Harwiki, 2016) that a positive and

supportive work culture contributes to increased employee motivation and commitment, as well as reducing turnover rates. In addition, research by shows that harmonious interactions between members, which are often the result of an inclusive work culture, are directly related to increased productivity and innovation within organizations (Roberge & van Dick, 2010). Thus, an effective work culture that adapts to the needs of the organization is key to achieving long-term success.

Employees who are in a work environment with a positive culture tend to feel a strong attachment to the organization (Chiedu et al., 2020; Mirji et al., 2023). This is due to the fact that a supportive culture provides a sense of trust, support, and the opportunity to contribute optimally (Kleinaltenkamp et al., 2019). When organizational values align with individual values, it creates alignment that allows employees to feel connected to the company's shared goals and vision (Berlingieri & Erdsiek, 2012). When a positive work culture is formed, it not only increases job satisfaction, but also becomes a solid foundation for a deeper commitment to the organization (Ejaz et al., 2021). Therefore, a positive work culture is not only a driver of employee welfare, but also a key driver in forming a sustainable commitment to the company (Arshadi & Hayavi, 2013).

A positive work culture, employees feel valued, empowered, and treated fairly, which is an important factor in building organizational commitment (Ugwu et al., 2014). Employees who feel that the organization cares about their needs and expectations will be more likely to give their dedication and loyalty to the organization (Caesens et al., 2014).

The Effect of Work Motivation on Organizational Commitment in

Employees of the Prambanan District Office

The results of the analysis showed that work motivation did not have a significant effect on organizational commitment to employees of the Prambanan District Office.

At the Prambanan District Office, work motivation did not show a significant influence on the organizational commitment of its employees. The study reveals that while work motivation is an important factor in improving employee performance and satisfaction, it is not always directly proportional to the level of commitment to the organization (Ryan & Deci, 2020).

Work motivation is often linked to factors such as financial incentives, recognition, and personal achievement (Heryenzus & Laia, 2018). While these factors can affect morale and productivity, they do not necessarily reflect deeper aspects of the organization's commitment, such as loyalty and emotional engagement towards the organization. Deep organizational commitment involves a strong emotional connection between employees and the organization, which is influenced not only by material incentives but also by the values, culture, and work experience provided by the organization (Mathieu & Hamel, 1989). This means that motivations driven by financial incentives or rewards may not always lead to long-term loyalty or deep emotional engagement, which is essential for the achievement of the organization's long-term goals (Cohen, 2020).

Allen and Meyer's theory of organizational commitment explains that organizational commitment consists of three components: affective, normative, and calculative. Although work motivation can affect the calculative aspect of commitment, i.e. the calculation of the costs and benefits of leaving the organization, it may have less effect on the affective component, which

involves emotional bonding and personal engagement with the organization (Meyer & Allen, 1991).

In addition, contextual factors in the work environment also play an important role in determining organizational commitment. Environmental factors such as organizational culture, relationships between employees, and leadership styles can influence commitment more strongly than an individual's work motivation. In the Prambanan District Office, factors such as organizational dynamics, managerial support, and work culture may have more influence on employee commitment than work motivation alone.

The Effect of Job Satisfaction on Organizational Commitment in Employees of the Prambanan District Office

The results of the analysis showed that job satisfaction did not have a significant effect on organizational commitment to employees of the Prambanan District Office. Although job satisfaction is often considered a key factor in building commitment to an organization, data from this study shows that job satisfaction is not always followed by an increase in organizational commitment.

Job satisfaction is generally associated with aspects such as working conditions, recognition, and compensation. These factors play a crucial role in creating a pleasant work environment and motivating employees to excel. However, while these factors contribute to job satisfaction, they are not always directly related to a deep level of commitment to the organization. Job satisfaction focuses more on how employees feel and assess their day-to-day working conditions, while deep commitment involves a stronger feeling of loyalty and emotional involvement towards the organization (Tharikh et al., 2016).

A deep commitment to an organization often involves elements such as identification with the organization's values, a sense of belonging, and belief in the organization's mission and goals. Recent research shows that while good working conditions and adequate compensation can increase job satisfaction, they are not always enough to create deep commitment. Emotional engagement and value alignment between employees and the organization contribute more to ongoing commitment (Oyelakin et al., 2022). In other words, while employees may feel satisfied with their working conditions, deep commitment requires a deeper and emotional connection that often involves a alignment of values and goals between individuals and organizations.

One possible explanation is that organizational commitment involves more complex emotional and psychological elements compared to job satisfaction. Organizational commitment includes affective, calculative, and normative aspects, which are not fully reflected in job satisfaction alone. For example, even if employees are satisfied with their working conditions, they may not have a strong emotional attachment or loyalty to the organization, which can affect their level of commitment. This shows that job satisfaction is not an adequate single indicator to assess organizational commitment.

Environmental factors and organizational culture also play an important role in shaping organizational commitment. Commitment is often influenced by organizational culture, interpersonal relationships, and support from management. If employees feel that the organizational culture is not supportive or that they do not get enough support from their superiors and co-workers, their job satisfaction may not be enough to increase their commitment to the organization.

The Simultaneous Influence of Work Culture, Work Motivation, and Job Satisfaction on Organizational Commitment in Employees of the Prambanan District Office

The results of the analysis showed that work culture, work motivation, and job satisfaction had a significant simultaneous effect on organizational commitment to employees of the Prambanan District Office.

A positive work culture has a far-reaching impact on organizational dynamics (Q. Liu et al., 2000). When the work environment is supported by positive values, collaboration, and recognition of individual contributions, employees feel the urge to give their best (Kuepers, 2013). Not only do they feel valued, but they also have room to grow and explore their potential. Intrinsic motivation, which arises from a sense of accomplishment and meaning in work, thrives in this context. When employees feel the connection between the efforts they put in and the results obtained, it not only increases their job satisfaction, but also encourages a deeper sense of attachment to the organization they work for.

In addition to intrinsic motivation, improved job satisfaction is also a product of a positive work culture. An environment that allows for open communication, mutual support, and opportunities to contribute provides a greater sense of satisfaction with the job. When these factors are well intertwined, they not only improve individual performance, but also create a foundation for a strong commitment to the organization. When employees feel encouraged, valued, and satisfied with their work, it becomes a strong foundation for a deep commitment to the organization's vision, values, and goals.

The positive interaction between intrinsic motivation, job satisfaction, and a supportive work culture can be a strong

foundation for the formation of stronger organizational commitment. Intrinsic motivation, which comes from internal drives such as a sense of accomplishment and personal satisfaction, plays a crucial role in increasing employee engagement and dedication to their work. When employees are motivated by intrinsic factors, they tend to feel more engaged and have a greater sense of responsibility for their work output. This creates a solid foundation for building a deep commitment to the organization (Gagné & Deci, 2005).

Job satisfaction, which is influenced by various factors such as working conditions, recognition, and compensation, is often an early indicator of employee engagement and well-being. High job satisfaction can increase intrinsic motivation and strengthen positive relationships with a supportive work culture. An inclusive and supportive work culture strengthens job satisfaction by creating an environment that allows employees to feel valued and accepted. Research by shows that a combination of intrinsic motivation, job satisfaction, and a supportive work culture can significantly increase organizational commitment, as employees feel more connected and committed to their organization's goals and values (Ahuja & Modi, 2015; Saks, 2006).

CONCLUSION

Based on the analysis and discussion, the conclusions of this study are as follows: first, work culture has a significant positive influence on organizational commitment among employees of the Prambanan District Office. Second, work motivation does not show a significant influence on the organization's commitment to the employee. Third, job satisfaction also does not have a significant effect on organizational commitment to employees of the Prambanan District Office. Fourth, simultaneously, work culture, work

motivation, and job satisfaction have a significant influence on organizational commitment in the office.

Based on the conclusion above, the following suggestions can be given:

1. Prambanan District Office Employee
 - a. Focus on strengthening a positive work culture by clarifying organizational values and improving communication and rewards for employees who demonstrate dedication to the culture.
 - b. While motivation and job satisfaction do not have an individually significant effect on commitment, it is still important to improve the factors that affect both, such as the work environment and career development opportunities, in order to support the overall organization's commitment.
2. Next Researcher
 - a. Researchers are further advised to conduct an in-depth analysis of the specific elements of work culture that affect employee commitment. It includes identifying the cultural components such as values, norms, and practices that are most significant in increasing organizational commitment. This research can be conducted through in-depth interviews, surveys, or direct observation. In addition, case studies that compare the influence of work culture in other sub-district offices or in different sectors can also provide additional insight into how different work cultures impact employee commitment.
 - b. For a more complete understanding, researchers can explore the interaction between job motivation, job satisfaction, and

work culture in influencing organizational commitment. Additionally, research evaluating the impact of changes in motivation and job satisfaction on organizational commitment over time will provide insight into long-term dynamics and how changes in these variables may affect employee commitment.

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