

The Interaction between Work Culture, Work Motivation, and Job Satisfaction with Employee Work Commitment

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ABSTRACT

Work culture, work motivation, and job satisfaction are important elements in an organization that can affect employee work commitment. A deep understanding of how these three factors interact with each other and impact employee work commitment is essential to improving overall organizational performance. This study aims to analyze the interaction between work culture, work motivation, and job satisfaction and its impact on employee work commitment. This research is expected to provide better insights into factors that can increase employee work commitment. This study uses a quantitative approach with a survey method. Data is collected through questionnaires that are shared with employees from various departments in the company. Data analysis was carried out using multiple regression to determine the relationship between the variables studied. The results of the study show that work culture, work motivation, and job satisfaction have a positive and significant influence on employee work commitment. In addition, the interaction between job motivation and job satisfaction showed a stronger influence on work commitment compared to the individual influence of each variable.

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

INTRODUCTION

Employee work commitment is the main indicator that can affect various operational and strategic aspects in an organization. Employees who have a high level of commitment to their organization tend to show strong loyalty and dedication. They will be more proactive in completing tasks, face challenges better, and have a higher level of productivity. Strong work commitment also encourages employees to engage in the process of innovation and improvement of the quality of their work, which in turn can increase the organization's competitiveness in the market. In the long run, this contributes to the success and growth of the organization (Saputra, et, al., 2022).

Additionally, highly committed employees typically have lower absenteeism rates. They take sick leave or other unplanned leave less frequently, thus increasing consistency in the company's daily operations. With low attendance rates, organizations can avoid

operational disruptions and ensure smooth business processes. Employees who are highly committed also have better retention rates, which means they tend to stay longer in the company. This is especially important because low employee turnover reduces the cost of recruiting and training new employees and maintains the stability of the work team. Thus, high employee work commitment not only improves individual performance but also contributes to the sustainability and long-term success of the organization.

A strong work culture includes a set of values, norms, and practices that are consistently applied by all members of the organization. These values can be honesty, teamwork, responsibility, and integrity, all of which form the basis of the behavior expected of employees. Norms are unwritten rules that govern how employees should interact and work together, while practices include day-to-day habits and procedures that support the implementation of those values and norms. When this work culture is applied consistently, employees will be more likely to adapt their behavior and attitudes to the organization's values and norms, creating a harmonious and productive work environment (Bunjamin, 2021).

A work culture that is supportive, inclusive, and encourages innovation is essential to improve employee well-being and productivity. A supportive environment is a place where employees feel valued and heard, which increases their sense of belonging and involvement in the work and organization. An inclusive culture ensures that every employee, regardless of individual background or differences, feels welcome and has the same opportunity to thrive. Additionally, a culture that encourages innovation provides space for employees to think creatively, take initiative, and try new things without fear of failure. All of these elements work together to create an environment where employees feel motivated to give their best, which ultimately improves the performance of individuals and the organization as a whole.

Work motivation is one of the key factors that affect employee performance and job satisfaction. This motivation can be sourced from various factors, one of which is awards. Financial rewards such as bonuses, salary increases, or other incentives can provide encouragement for employees to work harder. In addition, non-financial awards such as commendations, certificates of appreciation, or public recognition of their achievements also have a significant impact (Rivaldo, et, al., 2021). When employees feel their efforts and contributions are recognized, they will feel more motivated to continue

to give their best in their work. These awards create feelings of being valued and recognized, which in turn increases job satisfaction.

Career development opportunities also play an important role in motivating employees. Employees who see a clear career path and have opportunities to grow and move up the ranks tend to feel more motivated. Training programs, workshops, and other learning opportunities provide them with the tools and skills needed to advance in their careers. When employees feel that they have opportunities to grow and improve, they will feel more engaged and passionate about their work. Additionally, good career development also increases a sense of loyalty and commitment to the organization, as employees see the organization as a place that supports their personal and professional growth.

High job satisfaction is an indicator that employees are satisfied with various aspects of their work, such as the tasks performed, the work environment, relationships with colleagues and superiors, and the compensation received. When employees are satisfied, they tend to have a positive view of the organization and feel valued and recognized for their contributions. This satisfaction creates a feeling of emotional attachment and increases employee loyalty to the company. Satisfied employees are more likely to actively engage themselves in their work, show higher dedication, and strive to achieve organizational goals (Prasetyo, et, al., 2020).

Further, high job satisfaction can increase employee commitment, which reflects their willingness to stay afloat and thrive within the organization. This commitment can be manifested in the form of greater involvement in projects and tasks, better collaboration with the team, and a willingness to take on additional initiatives and responsibilities. Committed employees also tend to perform better and be absent less frequently, as they feel they have an important role to play in the success of the organization. Thus, increasing job satisfaction can be an effective strategy for management to strengthen employee commitment and create a productive and harmonious work environment.

Against this background, this study aims to explore and analyze the interaction between work culture, work motivation, and job satisfaction and its impact on employee work commitment. This research is expected to provide deeper insights into factors that can increase employee work commitment, so that organizations can develop a more

productive and harmonious work environment. The results of this study are also expected to be the basis for managerial decision-making in an effort to improve employee performance and retention.

THEORETICAL BASIS

Work Commitment

The theory of work commitment focuses on understanding the factors that affect the level of emotional and psychological attachment of employees to their organization. One of the most influential theories is the Three Components of Commitment Theory developed by Meyer and Allen. (Anwar, et, al., 2023) This theory identifies three forms of work commitment, affective commitment, continuous commitment, and normative commitment. Affective commitment refers to an employee's emotional attachment to an organization, where they feel happy to be a part of the organization. Continuous commitment is based on the perception of the costs associated with leaving the organization, such as lost benefits or career opportunities. Normative commitment relates to a feeling of moral obligation to stick with an organization, which often arises from personal values or social pressures.

Work commitment is the level of emotional and psychological attachment of an employee to the organization they work for. This commitment reflects the extent to which employees feel bound to the organization's goals, values, and vision, as well as their willingness to contribute to the long-term success of the Company (Dewi & Supartawan, 2023). Work commitment is often seen as an indicator of employee loyalty and can influence various aspects of work behavior, such as performance, attendance levels, and the decision to stay or leave the company. Employees who have a high work commitment usually show strong enthusiasm and dedication to their tasks, as well as strive to achieve the best results.

Work commitment can be divided into three main components, namely, affective commitment, continuous commitment, and normative commitment. Affective commitment refers to an employee's emotional attachment to the organization, where they stay because they want to do so. Continuous commitment is based on employees' perceptions of the costs associated with leaving the organization, such as lost benefits or job stability, so they stay on the ground because they feel they have to. Normative

commitment relates to feelings of moral or ethical obligation to stick with an organization, often because they feel indebted or because their personal values fit into the organization's culture (Oupen, et, al., 2020).

Work Culture

Theories about work culture focus on understanding how the values, norms, beliefs, and practices that exist in an organization affect employee behavior and interactions. One of the most influential theories in this field is the Theory of Organizational Cultural Values put forward by Edgar Schein. (Hariyanto, et, al., 2021) This theory identifies three levels of organizational culture: artifacts, values embraced, and basic assumptions. Artifacts are visible elements, such as office layouts, dress codes, and company rituals. The values embraced are beliefs that are considered important by members of the organization and are often expressed in the company's mission or vision. Underlying assumptions are fundamental, hidden, and often unconscious beliefs, that shape the way members of an organization think and act.

A work culture is a set of values, norms, beliefs, and practices that are accepted and practiced by members of an organization. This culture encompasses a variety of aspects, including how decisions are made, how problems are resolved, how communication is conducted, as well as how employees are expected to behave in the work environment. Work culture is formed through daily interactions among employees and is influenced by the organization's history, structure, and leadership (Shavira & Febrian, 2023). It is an invisible but highly influential element in determining how employees work and the dynamics within the organization.

Work culture plays a crucial role in shaping the organizational climate and influencing employee satisfaction, motivation, and performance. A positive work culture, which supports collaboration, innovation, and rewards employee contributions, can boost morale and productivity. Conversely, a negative work culture, which may be characterized by mistrust, lack of communication, or unfair rewards, can lower employee morale and motivation, as well as increase turnover rates (Anshari, et, al., 2023). Therefore, understanding and managing work culture is key for management to create a healthy and productive work environment, which in turn can support the achievement of organizational goals.

Work Motivation

One of the main theories about work motivation is Maslow's Hierarchical Needs Theory, developed by Abraham Maslow. (Rosna, et, al., 2023) This theory proposes that human motivation is influenced by the five levels of needs arranged in a hierarchy. These needs start from physiological needs (such as food and shelter), then security needs (including job stability and protection), social needs (social relationships and a sense of belonging), reward needs (achievements and recognition), to self-actualization needs (achievement and personal growth). Individuals are motivated to meet higher needs only after the more basic needs are met. In work, this theory explains how meeting the needs of employees at various levels can improve their motivation and performance.

Work motivation is an internal drive that encourages employees to perform their duties and responsibilities with passion and dedication. This motivation is related to the reasons that affect a person's desire to work, be it to achieve personal goals, get awards, or meet organizational expectations (Rahayu & Dahlia, 2023). Job motivation can be influenced by a variety of factors, including basic needs such as salary and job security, as well as psychological factors such as a sense of accomplishment, recognition, and opportunities to grow. Motivated employees tend to perform better, be more proactive, and are more committed to their work.

Work motivation can be categorized into intrinsic and extrinsic motivation. Intrinsic motivation comes from within employees, such as a sense of personal satisfaction from achievement or interest in the job itself. Extrinsic motivation, on the other hand, comes from external factors such as financial gifts, promotions, or recognition from employers. Understanding these two types of motivation is important for managers to design effective strategies in increasing employee motivation. By creating an environment that supports intrinsic motivation and provides appropriate incentives, organizations can improve job satisfaction and employee performance, as well as encourage the achievement of overall organizational goals (Nugraheni, 2023).

Job Satisfaction

The Theory of Justice from John Stacey Adams, which emphasizes the importance of the perception of justice in determining job satisfaction. (Dami, et, al., 2022) According to this theory, employees compare their inputs (such as effort and time) with the outputs they receive (such as salary and awards) and compare them to the inputs and outputs of

others. If employees feel that these comparisons are fair and equal, they will experience job satisfaction. However, if they feel that they are being treated unfairly or unequally compared to their peers, job satisfaction may decrease. The Theory of Justice highlights the importance of transparency and fairness in organizational policies to maintain employee job satisfaction.

Job satisfaction is the level of positive feelings that employees experience towards their work and their work environment. This includes how employees assess various aspects of their work, including the tasks they perform, relationships with colleagues and employers, compensation, development opportunities, and work-life balance (Saragih & Suhendro, 2020). Job satisfaction is often measured through surveys or questionnaires that evaluate how employees feel about these elements. Employees who are satisfied with their jobs tend to be more motivated, committed, and have lower attendance rates, which in turn contributes to better performance and higher retention within the organization.

Job satisfaction plays an important role in creating a positive and productive organizational climate. Satisfied employees are typically more reluctant to leave the company and are better prepared to face challenges and actively contribute to achieving organizational goals. Job satisfaction also affects employees' mental and emotional well-being, which can reduce stress and improve their overall quality of life. Therefore, organizations need to actively manage the factors that affect job satisfaction to ensure that employees feel valued and motivated, as well as to create a work environment that supports the success of individuals and organizations.

METHOD

This study uses a quantitative method with a descriptive and inferential approach. This method is designed to analyze the relationship and interaction between the variables of work culture, work motivation, and job satisfaction on employee work commitment. The study population consisted of employees at PT. Karyaputra Suryagemilang has 975 employees. The research sample will be taken using a stratified random sampling technique to ensure representation from various departments or managerial levels. The number of samples taken will be adjusted to the size of the population and the needs of statistical analysis, ideally a minimum of 100 respondents.

The instrument used in this study will be in the form of a questionnaire designed based on relevant theories. The questionnaire will include a Likert scale to measure employees' perceptions of work culture, motivation, satisfaction, and work commitment. The validity and reliability of the instrument will be tested through initial trials to ensure the accuracy of the data. The collected data will be analyzed using multiple regression analysis to determine the relationship between work culture, work motivation, and job satisfaction with work commitment. Validity and reliability tests will be carried out to ensure the consistency and accuracy of the research results.

RESULT

The Influence of Work Culture on Employee Work Commitment

The t-count results were greater than the t-table ($2.703 > 1.982$) and the significance value was smaller than 0.05 ($0.002 < 0.05$) indicating that there was a statistically significant influence between Work Culture and Employee Work Commitment. In other words, variations in Work Culture significantly affect the level of employee work commitment. This shows that a positive and supportive work culture can increase employees' emotional and psychological attachment to the organization. Factors such as work norms, shared values, and daily practices in an organization's culture have a powerful impact on how much employees feel connected and committed to the company.

An R-Square value of 0.416 shows that 41.6% of the variability in Employee Work Commitment can be explained by the Work Culture variable. This indicates that Work Culture has a significant contribution but does not fully explain all variations in Employee Work Commitment. The remaining 58.4% of the variability in Employee Work Commitment was explained by other factors that were not included in this research model. These factors can include job motivation, job satisfaction, leadership, or other aspects of the work environment that can also affect employee commitment.

Overall, the results of this study confirm the importance of work culture in increasing employee work commitment. However, it is important to note that to get a more comprehensive picture of work commitment, it is necessary to consider additional variables that may contribute to employee engagement. Organizations should pay attention to and manage their work culture well while also exploring other factors that can support and enhance employee work commitment.

The Effect of Work Motivation on Employee Work Commitment

A t-count value of 4.116 which is greater than the t-table (1.982) and a significance value of 0.002 which is smaller than 0.05 indicate a statistically significant influence between Employee Work Motivation and Work Commitment. This means that work motivation has a significant impact on how committed employees feel to their organization. High work motivation, both intrinsic and extrinsic, can increase employees' attachment to their work and, in turn, increase their commitment to the organization. Factors such as awards, recognition, and opportunities to grow contribute to work motivation, which then affects the employee's level of commitment.

An R-Square value of 0.488 indicates that 48.8% of the variation in Employee Work Commitment can be explained by the Work Motivation variable. This suggests that Job Motivation plays a significant role in determining an employee's work commitment, but does not fully explain the entire variation. The remaining 51.2% of the variation in Employee Work Commitment was explained by other factors not covered in this research model. These factors can include work culture, job satisfaction, leadership, and a variety of other elements that can affect employee commitment levels.

Overall, the results of this study confirm that work motivation is an important factor in increasing employee work commitment. Organizations should pay attention to motivational strategies to increase employee engagement and dedication. However, it is also worth noting that there are other factors that may affect work commitment, so a holistic approach that includes various aspects of employees' work will be more effective in increasing their commitment to the organization.

The Effect of Job Satisfaction on Employee Work Commitment

The t-count value of 3.992 which is greater than the t-table value (1.982) indicates that Work Culture has a statistically significant influence on Employee Work Commitment. A p-value of 0.002 that is less than 0.05 indicates that this result did not happen by chance and that Work Culture substantially influences how committed employees are to the organization. A positive work culture, which includes supportive values, norms, and organizational practices, can increase employee engagement and loyalty. This shows that organizations with a strong and supportive work culture can expect higher levels of employee commitment.

An R-Square value of 0.552 shows that 55.2% of the variation in Employee Work Commitment can be explained by the Work Culture variable. This shows that Work Culture contributes significantly to employee work commitment. However, the remaining 44.8% of the variation in Employee Work Commitment was explained by other factors outside of this research model. These factors can include job motivation, job satisfaction, leadership, and working conditions, which can also affect the level of employee commitment.

Overall, the results of this study confirm the importance of Work Culture in influencing employee work commitment. Organizations should focus on developing and maintaining a positive and supportive work culture to increase their employee commitment. However, to gain a more thorough understanding of employee work commitment, organizations also need to consider other factors that may contribute to employee engagement. A holistic approach to managing various aspects of employees' work will be more effective in increasing their commitment and loyalty to the organization.

The Influence of Work Culture, Work Motivation, and Job Satisfaction on Employee Work Commitment

The results of the study show that Work Culture, Work Motivation, and Job Satisfaction together have a positive and significant influence on Employee Work Commitment. The value of F_{cal} is greater than that of F_{table} , namely, $55.172 > 3.08$ with a significance level of $0.03 < 0.05$, then H_0 is rejected and H_a is accepted. The R-Square value of 0.697 which means that the Work Commitment variable that can be explained by all independent variables is 69.7% and the remaining 30.3% is explained outside this research model.

The F-count value of 55.172 which is greater than the F-table value (3.08) and the significance level of 0.03 which is smaller than 0.05 shows that Work Culture, Work Motivation, and Job Satisfaction simultaneously have a positive and significant influence on Employee Work Commitment. This means that the combination of these three variables together makes a substantial contribution in influencing employee work commitment. A supportive work culture, high work motivation, and good job satisfaction collectively create an environment that encourages employees to be more committed to

their organization. The synergistic effect of these three factors suggests that increasing one or more of these variables can significantly improve employee commitment levels.

The R-Square value of 0.697 shows that 69.7% of the variation in Employee Work Commitment can be explained by the variables of Work Culture, Work Motivation, and Job Satisfaction. This shows that this research model is quite good at explaining variations in employee work commitment. However, the remaining 30.3% of the variation in employee work commitments was explained by other factors that were not included in this model. These factors may include aspects such as working conditions, leadership style, or personal factors that may affect their work commitment.

Overall, the results of this study emphasize the importance of a multidimensional approach in understanding and improving employee work commitment. Organizations must manage and improve work culture, work motivation, and job satisfaction simultaneously to increase employee commitment levels. However, it is also important to consider other factors that may affect work commitment, as well as conduct further research to understand the additional variables that play a role in determining employee commitment.

CONCLUSION

The results of the study show that Work Culture, Work Motivation, and Job Satisfaction significantly affect Employee Work Commitment. The analysis showed that each variable, both individually and in combination, had a positive and significant impact on employee commitment levels. The t-count value for each variable greater than the t-table and the significance value less than 0.05 confirm that the influence of these three variables does not occur by chance and has a substantial contribution in increasing work commitment.

In particular, Work Culture had a significant influence that explained 55.2% of the variation in Employee Work Commitment, while Work Motivation explained 48.8%, and Job Satisfaction also contributed significantly. The combined R-Square value of 69.7% shows that the model that includes Work Culture, Work Motivation, and Job Satisfaction is quite effective in explaining variations in employee work commitment. It confirms that this all-encompassing approach provides a comprehensive picture of the factors that affect employee engagement.

However, although this model accounts for most of the variation in employee work commitment, there are still 30.3% of the variations that are not explained by the variables in the model. This indicates the need for further research to identify additional factors that may affect work commitment. Organizations must consider not only Work Culture, Job Motivation, and Job Satisfaction, but also other elements that have the potential to affect employee engagement and dedication.

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