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## The Influence Of Organizational Culture, Work Environment And Job Satisfaction On Organizational Commitment In Educational Foundations

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### ABSTRACT

*Organizational commitment and the factors that influence it have been widely discussed in previous studies, but there are still few studies that examine the influence of organizational culture, work environment and job satisfaction simultaneously on organizational commitment in foundations. The purpose of this study is to analyze the influence of organizational culture, work environment and satisfaction on organizational commitment. The type of research used in this study is quantitative research. The study was conducted at the Al Muwahidin Lelede Foundation. The target in this study were all permanent employees of the Al Muwahidin Lelede Foundation. The population was all permanent employees of the Al Muwahidin Lelede Foundation, which amounted to 81 employees. Organizational culture, work environment, and job satisfaction have a significant influence on organizational commitment, because organizational commitment is formed by indicators of affective commitment, continuance commitment and normative commitment, it turns out that the dominant results are in the affective commitment indicator. It is recommended to improve organizational commitment factors, attention needs to be paid 3 to normative commitment by having responsibility to help the organization achieve its goals. To improve organizational culture, attention needs to be paid to maintaining and maintaining work stability with the foundation having the ability to adapt to change, but still maintaining work stability.*

**Keywords:** Organizational Culture, Work Environment, Job Satisfaction, Organizational Commitment, Educational Foundation.

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### INTRODUCTION

Employee commitment to their organization is crucial because it reflects how they behave, act, and respond to every activity and issue within the company. According to Andayani & Soehari (2019), organizational commitment indicates the

degree to which an employee identifies with a particular organization, its goals, and their desire to remain a member. Emotional attachment to the organization and belief in its values are considered the highest standards of employee commitment (Novitasari & Rivai, 2020). Organizational culture refers to a system of shared meaning held by members that distinguishes the organization from others. A system of shared meaning is a set of key characteristics held in high regard by the organization (Robbins and Judge 2018). Organizational culture is defined as a crucial factor in shaping organizational procedures, integrating capabilities, creating solutions to problems, and creating obstacles or facilitating the achievement of organizational goals (Valmohammadi et al., 2019).

The work environment refers to all physical, social, and psychological aspects of the workplace that can influence employees in carrying out their duties and responsibilities (Lubis & Widjiantoro, 2021). The work environment encompasses factors such as the office atmosphere, relationships between employees, organizational/company policies, and support from superiors. Good relationships between employees and superiors, a conducive work environment, and adequate support from the company can foster a sense of belonging and employee loyalty (Damayanti et al., 2022).

Job satisfaction is a positive attitude among employees, encompassing feelings and attitudes that reflect the evaluation of a job as a sign of respect and achievement of one of its essential values (Pawirosumarto et al., 2017). The Al-Muwahidin Lelede Foundation, as a non-profit organization engaged in education and social and religious studies, requires strong organizational commitment to achieve its goals. High organizational commitment can improve the Foundation's performance and productivity, as evidenced by employees' commitment to carrying out their duties and responsibilities as teachers, who diligently attend classes and never miss unexcused absences. However, the continued presence of employees who abandon their duties and obligations indicates a lack of commitment to the organization. To foster high employee commitment, the Foundation can make a significant contribution to society. Several previous studies on organizational culture, work environment, job satisfaction, and organizational commitment have yielded mixed results.

Research conducted by Clarissa Daslim, Syawaluddin, Mila Asmawiani Okta, and Thomas Sumarsan Goh (2023) showed that organizational culture influences organizational commitment at PT. Tahta SuNes Abadi Medan. Meanwhile, research conducted by Sinta Sundari Heriyanti and Richnie Zayanti (2021) showed that organizational culture has no effect on organizational commitment, but it does influence organizational commitment, mediated by job satisfaction. Research conducted by Tita Isni Alvina and Indi Djastuti (2018) found that the work environment has a positive and significant effect on organizational commitment. Research conducted by Geby Citra Ananda (2020) explains that the work environment and job satisfaction have a positive effect on organizational commitment. Although the importance of organizational commitment and the factors that influence it have been widely discussed in previous research, there is still little research that examines the influence of organizational culture, work environment and job satisfaction simultaneously on organizational commitment in foundations.

## **RESEARCH METHOD**

The research method used in this study is quantitative. The study was conducted at the Al Muwahidin Lelede Foundation. The target population was all 81 permanent employees of the Al Muwahidin Lelede Foundation. This study

employed a saturated sampling technique, as the entire population was sampled. Primary data were obtained through questionnaire analysis, interviews, and online observations. Secondary data were obtained through a literature review approach from various sources, such as news stories, journals, company websites, and previous research. The questionnaires distributed in this study were calculated and analyzed using a Likert scale

The data collection technique used a questionnaire with closed-ended questions. The answer options were designed to measure specific aspects of the variables. Observation, as a data collection method, requires direct observation and documentation of events occurring in the research area. Furthermore, conducting library research is a valuable approach to gathering data and information through engaging in activities within the library environment. Specifically, information was gathered by consulting relevant journals, books, and past research related to the research being conducted. The validity of the questionnaire was assessed using bivariate correlation analysis in SPSS 30. An item is considered valid if the  $r$  value is positive and significant ( $\text{sig}0.05$ ), or if the calculated  $r$  value is smaller than the table  $r$  indicating a low level of reliability for the item. Reliability testing is a procedure that assesses the dependency of a questionnaire as a measure of a variable or construct. This study used the SPSS Cronbach Alpha test in SPSS 30 to assess the reliability of the instrument. The instrument is considered reliable if the SPSS Cronbach Alpha value exceeds 0.7. Data analysis also includes tests for normality, multicollinearity, and heteroscedasticity, as well as  $t$ -test,  $F$ -test, multiple linear regression analysis, and coefficient of determination  $R^2$ .

## **RESULTS AND DISCUSSION**

This research was conducted at the Al Muwahidin Lelede Foundation, located in Lelede Village, Kediri District, West Lombok Regency, West Nusa Tenggara Province. The Al Muwahidin Lelede Foundation is a non-profit organization engaged in educational and social activities within the religious community. The foundation of this educational institution was motivated by a deep concern for the real conditions encountered by the founder of the Islamic boarding school upon his return from studying at the Gontor Modern Islamic Boarding School in Ponorogo, East Java Province. The children in his village only had an elementary school (SD/MI) or equivalent education, and even then, no more than 60% of them graduated. On average, only a small percentage of those who graduated from SD/MI continued on to higher education. The reasons were lack of funds, and the junior high schools were far from their villages. Furthermore, the junior high schools were located in the sub-districts.

Respondents in this study were 81 employees who were asked to fill out a questionnaire regarding the influence of Organizational Culture, Work Environment, and Job Satisfaction on organizational commitment at the Al Muwahidin Lelede Foundation. Respondent descriptions are a brief overview of the respondent's background, including gender, age, position, and length of service. This validity test is conducted by comparing the calculated  $r$  value and the table  $r$  value for degrees of freedom ( $df$ ) =  $n-2$ , where  $n$  is the number of samples, and the significance level of the two-tailed test is  $\alpha = 0.05$ .

**Tabel 1 Validity Test**

Indicator	Item	r Count	r Table Sig.l (a = 0,05)	Infomation
Organizational Commitment (Y)	Y1.1.1	0.880	0.220	Valid
	Y1.1.2	0.892	0.220	Valid
	Y1.2.1	0.872	0.220	Valid
	Y1.2.2	0.898	0.220	Valid
	Y1.3.1	0.891	0.220	Valid
	Y1.3.2	0.908	0.220	Valid
Organizational culture (X1)	X1.1.1	0.880	0.220	Valid
	X1.1.2	0.928	0.220	Valid
	X1.2.1	0.879	0.220	Valid
	X1.2.2	0.851	0.220	Valid
	X1.3.1	0.842	0.220	Valid
	X1.3.2	0.906	0.220	Valid
	X1.4.1	0.883	0.220	Valid
	X1.4.2	0.903	0.220	Valid
	X1.5.1	0.839	0.220	Valid
	X1.5.2	0.886	0.220	Valid
	X1.6.1	0.861	0.220	Valid
	X1.6.2	0.858	0.220	Valid
Work environment (X2)	X2.1.1	0.891	0.220	Valid
	X2.1.2	0.917	0.220	Valid
	X2.2.1	0.915	0.220	Valid
	X2.2.2	0.784	0.220	Valid
	X2.3.1	0.903	0.220	Valid
	X2.3.2	0.877	0.220	Valid
Job satisfaction (X3)	X3.1.1	0.873	0.220	Valid
	X3.1.2	0.904	0.220	Valid
	X3.2.1	0.829	0.220	Valid
	X3.2.2	0.904	0.220	Valid

Indicator	Item	r Count	r Table Sig.l (a = 0,05)	Infomation
	X3.3.1	0.919	0.220	Valid
	X3.3.2	0.921	0.220	Valid
	X3.4.1	0.892	0.220	Valid
	X3.4.2	0.904	0.220	Valid
	X3.5.1	0.889	0.220	Valid
	X3.5.2	0.881	0.220	Valid

From table 1 shows that all indicators used to measure the variables used in this study have a correlation coefficient or corrected item total correlation value that is greater than the questionnaire is said to be valid if the calculated r value is greater than the r table or the Pearson correlation is less than 0.05 (Pearson correlation <0.05). Based on the results of the validity test above, it can be seen that the calculated r value is greater than the r table, then the decision and conclusion can be taken that all question items are declared valid.

**Reliability Testing**

Reliability testing is the ability of an instrument to be trusted for use as a data collection tool because the instrument is valid.

**Tabel 2 Reliability Testing**

Variabel	Cronbach's Alpha	Information
Organizational Commitment (Y)	0.947	Reliabel
Organizational culture (X1)	0.972	Reliabel
Work environment (X2)	0.942	Reliabel
Job satisfaction (X3)	0.971	Reliabel

Based on Table 2, all variables have a Cronbach's Alpha value above 0.7 and it can be said that overall the construct models in this study have good reliability.

**Data Analysis**

The use of regression analysis as an analytical model must meet several classical assumptions. To ensure that the estimates obtained do not deviate from the multiple linear regression equation model, the following classical assumptions must be met: The multicollinearity test is used to determine whether there is a high correlation between the independent variables in a multiple linear regression model. If there is a high correlation between the independent variables, the relationship between the independent variables and the dependent variable is disrupted. The results of the data analysis can be seen as follows:

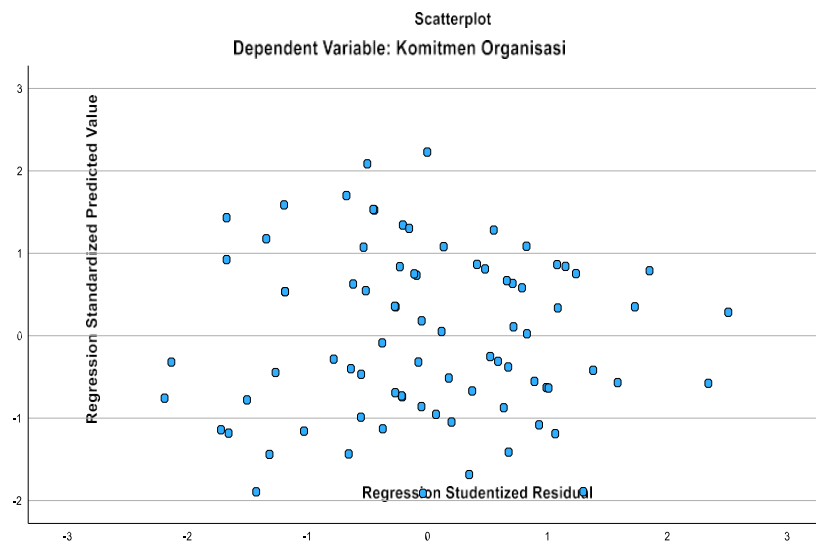
**Table 3 Results of the Multicollinearity Assumption Test**

Variabel	Collinearity statistics		Information
	Tolerance	VIF	
Organizational culture (X1)	0,665	1,505	There is no multicollinearity
Work environment (X2)	0,643	1,555	There is no multicollinearity
Job satisfaction (X3)	0,646	1,547	There is no multicollinearity

Source: Primary Data Processed Using SPSS, 2025

Based on Table 4.9, it can be seen that each independent variable—namely, organizational culture, work environment, and job satisfaction—has a Variance Inflation Factor (VIF) of  $\leq 10$ , meaning that there is no multicollinearity in this regression model.

**Heteroscedasticity Test**



Picture 1. Ouput Heteroscedasticity Test

The results of the heteroscedasticity test of the data in the graph above can be seen in the scatterplot above, where the points are spread randomly and both above and below the numbers on the Y axis, or in other words, the plot does not form a particular pattern (random relationship), meaning that there are no symptoms of heteroscedasticity in the regression model in this study.

Normality Test

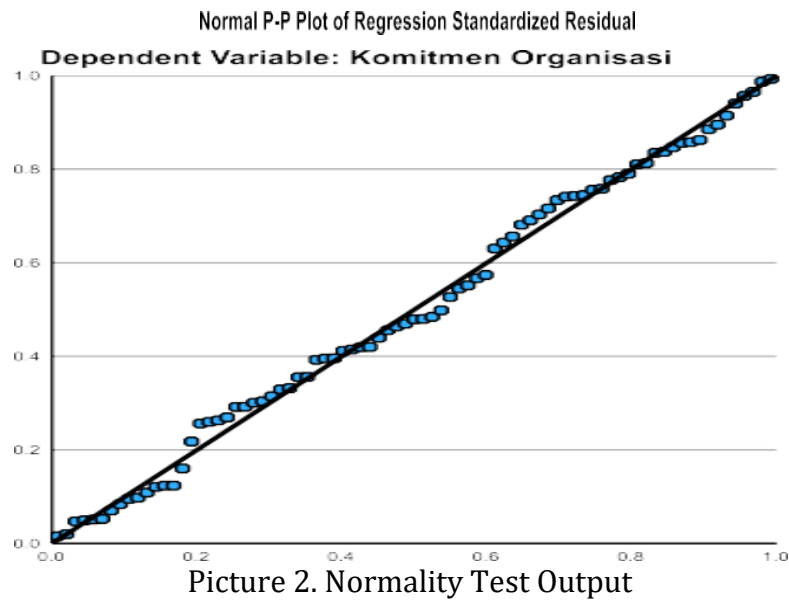


Figure 2 shows that the data obtained are located around the diagonal line and their distribution follows the diagonal line, indicating a normal distribution. Therefore, the regression model is suitable for use in this research.

**Multiple Linear Regression Analysis**

Multiple linear regression analysis was used to determine how much influence the independent variables, namely organizational culture, work environment, and job satisfaction have on organizational commitment. The results of the analysis are shown in the following table:

**Tabel 4. Results of Multiple Linear Regression Analysis**

Variabel Independent	Unstandardized Coefficients		Beta	T	Sig
	B	Std. Error			
(Constanta)	0,022	0,395		0,056	0,955
Organizational culture (X1)	0,233	0,102	0,196	2,288	0,025
Work environment (X2)	0,364	0,082	0,388	4,457	0,001
Job satisfaction (X3)	0,432	0,102	0,368	4,231	0,001
R Square (R <sup>2</sup> )	0,624				
Adjusted R Square	0,610				
F = 42.683					
Sig F = 0,001					

Source: Primary Data, 2026

A constant value of 0.022 indicates that if the variables of organizational culture, work environment, and job satisfaction are equal to 0 (zero), then organizational commitment (Y) is 0.022. If there is no organizational culture, work environment, or job satisfaction, organizational commitment will be very low. The

organizational culture variable has a value of 0.233, indicating that each unit of the organizational culture variable contributes 0.233 to organizational commitment, if other variables remain constant. These data indicate that the coefficient of organizational culture has a positive effect on organizational commitment. This means that a stronger organizational culture will lead to increased organizational commitment. The work environment variable has a value of 0.364, indicating that each unit of the work environment variable contributes 0.364 to organizational commitment, if other variables remain constant. These data indicate that the coefficient of work environment has a positive effect on organizational commitment, meaning that a more effective work environment will lead to increased organizational commitment.

The job satisfaction variable has a value of 0.432, indicating that each unit of the job satisfaction variable contributes 0.432 to organizational commitment if other variables remain constant. These data indicate that the job satisfaction coefficient has a positive effect on organizational commitment, meaning that more effective job satisfaction will lead to increased organizational commitment.

## **Hypothesis Testing**

### **Hypothesis 1 Test (F Test)**

To determine whether the independent variables simultaneously (together) influence the dependent variable or not, the F test is used by comparing the calculated F and the F table at the 5% level ( $\alpha = 0.05$ ), or comparing the F significance values. The results of the multiple regression analysis at an alpha of 5% yielded an F table of 3.96, while the calculated F was 42.683. The calculation shows that the calculated  $F \geq F$  table, with a significance level of  $\leq 0.05$ , so  $H_a$  is accepted and  $H_o$  is rejected. This means that organizational culture, work environment, and job satisfaction have a significant influence on organizational commitment. Therefore, it can be concluded that Hypothesis 1 is accepted.

The coefficient of determination measures the extent to which a model can explain the variation in the dependent variable. Table 4.10 above shows that the coefficient of determination (Adjusted R Square) is 0.610. Based on these values, it can be seen that organizational commitment is influenced by organizational culture, work environment, and job satisfaction by 0.61. This means that organizational commitment is influenced by organizational culture, work environment, and job satisfaction by 61%. The remaining organizational commitment is influenced by factors outside of organizational culture, work environment, and job satisfaction.

### **Hypothesis Testing 2 and 3 (T-Test)**

The t-test examines the partial regression coefficients. This test is conducted to determine the partial significance of the independent variable on the dependent variable, assuming that all other independent variables are held constant. The results of this calculation are then compared with the t-table using a 0.05 error rate. Based on the t-test data in Table 4.10 above, the following results are obtained: The organizational culture variable shows a calculated t-value of  $2.288 \geq 1.990$  (t-table) with a significance of  $0.025 \leq 0.05$ , indicating that there is an effect of the soft skills variable on the organizational commitment variable. Therefore, it can be concluded that Hypothesis 2 is accepted. The work environment variable, job satisfaction, shows a calculated t-value of  $4.457 \geq 1.990$  (t-table) with a significance of  $0.001 \leq 0.05$ , indicating that there is an effect of the work environment variable on the organizational commitment variable. Therefore, it can be concluded that Hypothesis 3 is accepted. 3. The job

satisfaction variable shows a calculated t value of  $4.231 \geq 1.990$  t table with a sig of  $0.001 \leq 0.05$ , meaning that there is an influence of the job satisfaction variable on the organizational commitment variable, thus it can be concluded that hypothesis 4 is accepted.

## **DISCUSSION**

### **The Influence of Organizational Culture, Work Environment, and Job Satisfaction on Organizational Commitment**

Organizational culture, work environment, and job satisfaction significantly influence organizational commitment. This is because organizational commitment, shaped by indicators of affective commitment, continuance commitment, and normative commitment, is dominant in the affective commitment indicator, "I feel proud to be part of this organization." This means that employees at the Al Muwahidin Lelede Foundation feel proud to be part of this organization. Organizational culture variables influence organizational commitment, shaped by indicators of innovativeness, thoroughness and meticulousness, results-orientedness, employee-orientedness, aggressiveness in work, and job stability. The dominant result is found in the innovativeness indicator, "I actively seek opportunities to improve work quality." This means that employees at the Al Muwahidin Lelede Foundation actively seek opportunities to improve work quality.

Work environment variables influence organizational commitment, shaped by indicators of working conditions, relationships with coworkers, and the availability of work facilities. The dominant result is found in the relationship with coworkers indicator, "I feel I have the opportunity to interact with my coworkers effectively." This means that employees at the Al Muwahidin Lelede Foundation have the opportunity to interact effectively with their coworkers. Job satisfaction variables influence organizational commitment, which is shaped by the work itself, salary, supervisor, promotion, and coworkers. The dominant result is found in the job itself indicator, with the indicator being that I feel that my current job aligns with my skills. This means that employees at the Al Muwahidin Lelede Foundation feel that my current job aligns with my skills.

The relationship between organizational culture, work environment, and job satisfaction with organizational commitment has been demonstrated in studies by Inanlou and Ahn (2017), Clarissa Daslim, Syawaluddin, Mila Asmawiani Okta, and Thomas Sumarsan Goh (2023), Gianti Tri Lestaria, and Majang Palupi (2023), Wachid Hasyim, Maha Putra, and Ani Wijayanti (2022), Lisda L. Asi1, Achmad Gani, ST. and Sukmawati (2021), Suryo Andrian Prasetyo, Hermawan (2020), Anisa Larasati, Adityo Nugroho, Melli Andini (2025), Supeli & Creed, (2016), Ellys & Ie, (2020), Handayaniingrum & Tanuwijaya, (2023), Jalees & Ghauri (2016), Sawitri, Suswati and Huda (2016) which show that organizational culture, work environment, job satisfaction have a significant effect on organizational commitment.

### **The Influence of Organizational Culture on Organizational Commitment**

Organizational culture has a positive and significant influence on organizational commitment. This organizational culture is shaped by indicators such as innovation, meticulousness and thoroughness, results-orientedness, employee-centeredness, aggressiveness in work, and maintaining and safeguarding job stability. The dominant indicator is innovation, which actively seeks opportunities to improve work quality. This means that employees at the Al

Muwahidin Lelede Foundation actively seek opportunities to improve their work quality.

Organizational culture at the Al Muwahidin Lelede Foundation has been shown to have a positive and significant influence on organizational commitment, indicating that the stronger the internalization of organizational values, the higher the employee loyalty to the institution. Although this culture is built through various dimensions such as meticulousness, results-orientedness, employee interests, aggressiveness, and job stability, the innovation indicator emerged as the most dominant factor in shaping this organizational characteristic. This is reflected in the proactive behavior of employees who actively seek opportunities to improve their work quality independently and sustainably. By providing space for innovation, employees feel more empowered and have a significant role in the foundation's progress, creating a strong sense of belonging that ultimately strengthens their commitment to continue contributing to the Al Muwahidin Lelede Foundation.

To enhance organizational commitment, it is necessary to improve the ability to maintain and safeguard job stability. This means that the Al Muwahidin Lelede Foundation still lacks the ability to adapt to change while maintaining job stability. The relationship between organizational culture variables and organizational commitment has been demonstrated in studies by Inanlou and Ahn (2017), Clarissa Daslim, Syawaluddin, Mila Asmawiani Okta and Thomas Sumarsan Goh (2023), Gianti Tri Lestaria, and Majang Palupi (2023), which show that organizational culture has a significant influence on organizational commitment.

### **The Influence of the Work Environment on Organizational Commitment**

The work environment has a positive and significant impact on organizational commitment. The work environment is shaped by indicators of working conditions, relationships with coworkers, and the availability of work facilities. The dominant result is found in the relationship with coworkers indicator, "I feel I have the opportunity to interact with my coworkers effectively." This means that employees at the Al Muwahidin Lelede Foundation have the opportunity to interact with my coworkers effectively.

The work environment at the Al Muwahidin Lelede Foundation has been shown to contribute positively and significantly to increased organizational commitment. This means that the more conducive the perceived work environment, the higher the employee's loyalty to the institution. Although this work environment is shaped by indicators of the physical condition of the workplace and the availability of adequate facilities, interpersonal relationships, or relationships with coworkers, emerge as the most dominant factor in shaping this commitment. The primary focus of this indicator is on employees' ability to interact effectively with one another, which creates strong emotional bonds and social support within the foundation. The freedom to communicate and coordinate well between colleagues not only makes it easier to complete tasks, but also builds a family atmosphere that makes employees feel comfortable and reluctant to leave the organization.

To increase organizational commitment, it is necessary to improve the availability of work facilities with me having adequate aNes to use the technological equipment needed for my work. This means that employees at the Al Muwahidin Lelede Foundation do not yet have adequate aNes to use the technological equipment needed for their work. The relationship between the work environment and organizational commitment has been proven in research

by Wachid Hasyim, Maha Putra and Ani Wijayanti (2022), Lisda L. Asi1, Achmad Gani, ST. and Sukmawati (2021), Suryo Andrian Prasetyo, Hermawan (2020) which shows that the work environment has a significant effect on organizational commitment.

### **The Influence of Job Satisfaction on Organizational Commitment**

Job satisfaction has a positive and significant effect on organizational commitment. Job satisfaction, shaped by indicators such as the job itself, salary, supervisor, promotions, and coworkers, is dominant. The dominant result is found in the job itself, with "I feel that my current job aligns with my skills." This means that employees at the Al Muwahidin Lelede Foundation feel that my current job aligns with their skills. Job satisfaction at the Al Muwahidin Lelede Foundation has a positive and significant effect on organizational commitment, indicating that employees' inner happiness at work directly strengthens their loyalty to the institution. Although this satisfaction is influenced by various factors such as salary compensation, supervisory role, promotion opportunities, and coworker support, the study found that the job itself is the most dominant factor. This is based on employees' perceptions that their current tasks align with their skills and competencies. When employees feel capable of properly actualizing their abilities, a deep sense of intrinsic satisfaction arises, leading them to feel more emotionally engaged and fully committed to continuing their service at the Al Muwahidin Lelede Foundation.

To increase organizational commitment, promotion needs to be improved. I feel that the foundation provides opportunities for my career development. This means that employees at the Al Muwahidin Lelede Foundation still lack opportunities for career development. The relationship between job satisfaction and organizational commitment has been demonstrated in studies by Anisa Larasati, Adityo Nugroho, and Melli Andini (2025), Supeli & Creed (2016), Ellys & Ie (2020), Handayaningrum & Tanuwijaya (2023), Jalees & Ghauri (2016), and Sawitri, Suswati, and Huda (2016), which show that job satisfaction significantly influences organizational commitment.

### **CONCLUSION**

Based on the research results discussed in the previous chapter regarding the influence of organizational culture, work environment, and job satisfaction on organizational commitment, the following conclusions can be drawn: organizational culture, work environment, and job satisfaction can increase organizational commitment. Organizational culture can increase organizational commitment. The work environment can increase organizational commitment. Job satisfaction can increase organizational commitment. To improve organizational commitment, it is necessary to consider normative commitment, which involves having the responsibility to help the organization achieve its goals. To improve organizational culture, it is important to consider maintaining and safeguarding work stability, with the foundation having the ability to adapt to change while still maintaining work stability.

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