

The Role of Job Satisfaction in Mediating Organizational Culture and Motivation on Organizational Commitment of Contract Midwives

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ABSTRACT

Early efforts are needed to realize the next generation of a quality nation. Midwives are one of the parties who play an important role in realizing this. This study aims to examine the effect of motivation and organizational culture on organizational commitment through job satisfaction in contract midwives in Jember Regency. The research design used is explanatory research. The population of this study were all contract midwives in Jember Regency, totaling 149 people. The sample taken was 112 respondents using purposive sampling technique with a quota sampling approach. The analytical tool used is Structural Equation Modeling (SEM). Stages of data testing in this study through validity, reliability, Structural Equation Modeling, hypothesis testing, interpretation and model identification. The model used in this study as a whole is good enough because it has met 7 of the 8 Goodness of Fit measurements. The results of this study prove that motivation has a significant positive effect on job satisfaction and organizational commitment. Organizational culture has a significant positive effect on job satisfaction and organizational commitment. Job satisfaction has a significant positive effect on organizational commitment, and job satisfaction has a positive effect in mediating motivation and organizational culture on organizational commitment.

Keywords: Job Satisfaction, Motivation, Organizational Commitment, and Organizational Culture



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INTRODUCTION

In this modern era, economic globalization is faced with increasingly fierce global competition which requires us to prepare high-quality human resources as the next generation of the nation which must be prepared in a planned, integrated and sustainable manner. These efforts must be consistently carried out from an early age, namely from the fetus in the womb, infancy and toddlerhood, adolescence to adulthood, even to old age. In this case, midwives are one of the health workers who have an important and strategic position. According to the Indonesian Midwives Association (IBI), a midwife is a woman who graduated from a midwife education recognized by the government and

professional organizations in the territory of the Republic of Indonesia and has the competence and qualifications to be registered, certified and or legally licensed to practice midwifery.

According to (Estiwidani D, 2008) the role, function of midwives in midwifery services is as implementers, managers, educators, and researchers, while the responsibilities of midwives include counseling services, normal midwifery services, abnormal midwifery services, midwifery services in children, family planning services, and public health services. Seeing the complex roles, functions, and responsibilities of a midwife in carrying out the task of providing the best and professional midwifery services to the community, for success in achieving these goals, strong support is needed both from within a midwife and from outside a midwife such as the environment where she serves and works, so that later it can foster midwives' commitment to their organization. Organizational commitment is an attitude that reflects employee loyalty to the organization and is an ongoing process in which organizational members express their concern for the organization, for the success of the organization and its continued progress (L.Fred, 2006)

Health services provided by midwives will be carried out optimally if each midwife understands her work commitment as a midwife. Midwife's work commitment is a promise from a midwife to carry out her activities as a midwife in accordance with the objectives, position, and scope that have been determined in her duties (Depkes. RI, 2001). Midwife's work commitment consisted of: commitment to increasing service coverage, commitment to health department policy, commitment to MCH management tasks and administration/recording and reporting. So it can be seen that the performance and commitment of a midwife is very important considering the influence of midwives on the development and development of human resources is very large.

A midwife's organizational commitment can grow based on the influence of several variables, and one of the variables that affect organizational commitment is the midwife's job satisfaction. According to Sutrisno (2014: 73) job satisfaction is a fairly interesting and important issue, because it has proven to be of great benefit to the interests of individuals, industry and society. Based on this, to create job satisfaction for a midwife, support and encouragement are needed which has a positive impact on the midwife's work productivity. Thus, a sense of commitment will grow in a midwife to continue to survive and support the achievement of organizational goals.

Research by Sari and Witjaksono (2013), Simanjuntak (2013), Tania and Sutanto (2013) proves that employee job satisfaction affects employee organizational commitment. However, research on the causal relationship between job satisfaction and organizational commitment must continue, because there is a research gap in research conducted by Anggreani and Sutanto (2013) which proves different results, that job satisfaction has no effect on employee organizational commitment.

One of the supports that is close to and influences midwives' job satisfaction is the organizational culture where the midwife works, because organizational culture is the habits, values and norms that have been applied for a long time and become close to the daily lives of organizational members. According to Sutrisno (2011: 02) organizational culture can be defined as a system of *values, beliefs, assumptions*, or norms that have long been in effect, agreed upon and followed by members of an organization as a guide to behavior and solving organizational problems. A good organizational culture that is accepted by all employees will foster enthusiasm in carrying out tasks, high discipline, satisfaction in working and being loyal, and commitment in supporting organizational goals.

Research conducted by Sari and Witjaksono (2013), proves that organizational culture has a positive and significant effect on employee job satisfaction. This also supports the results of research by Simanjuntak (2013) and Alvi, et al. (2014) which proves that organizational culture has a positive and significant effect on job satisfaction. The research of Sari and Witjaksono (2013), Simanjuntak (2013) and Alvi, et al. (2014) not only prove that organizational culture has a positive and significant effect on job satisfaction, but also prove that organizational culture has a positive and significant effect on organizational commitment. The same results were also proven by Alfiana and Puspasari

(2014), Hermanto and Herminingsih (2016), Dewi and Surya (2017) that organizational culture has a positive and significant effect on employee organizational commitment.

Another factor that can also affect satisfaction and organizational commitment comes from within a midwife, namely motivation. Managers as human resource professionals need to consider issues related to motivation because motivation is one of the determinants of performance (Ankli and Palliam, 2012). Growing the motivation of human resources in the health service sector to carry out tasks with dedication and enthusiasm is not an easy job, let alone maintaining the consistency of midwives' work enthusiasm so as to foster high organizational satisfaction and commitment, requiring a separate approach in the process of creating motivation.

The research supports research conducted by kartika and kaihatu (2010) and research and siregar (2011) which prove that motivation has a positive and significant effect on employee job satisfaction. In contrast to research conducted by Hackim and Dasmasele (2015) which shows that motivation has a positive but insignificant effect on job satisfaction, as well as research by Anggreani and Sutanto (2013) which proves that motivation has no effect on employee job satisfaction. This is certainly a research gap in research that analyzes the effect between motivation and job satisfaction. Anggreani and Sutanto's research (2013), Hackim and Dasmasele (2015), not only tested the effect of motivation on job satisfaction, but also tested the effect of motivation on organizational commitment and proved that motivation has a positive and significant effect on organizational commitment. Research Tania and Sutanto (2013), Wardhani, Susilo, and Iqbal (2015) also support that motivation affects organizational commitment. However, this research should still be continued because Wardhani, Susilo, and Iqbal's (2015) research proves that motivation has no effect on organizational commitment.

In this modern era, there are many cases regarding the salary of contract midwives, which are considered unfair between the salary earned by a contract midwife and the work and responsibilities carried by a midwife. The salary of contract midwives is relatively small compared to the salaries of operational employees in the company. As explained on the website www.profesiBidan.com that "contract midwives or PTT (non-permanent employees) get salaries and incentives as follows:

Table 1.1 Salary of contract or PTT midwives

No.	Working Area	Salary Amount
1	General	Rp. 1,500,000,-
2	Remote	Rp. 1,700,000,-
3	Very Remote	Rp. 2,000,000,-

Source: www.profesiBidan.com

The process of paying contract midwives' salaries is also quite bureaucratic, involving the District or City Health Office, the Central Ministry of Health, and the Ministry of Finance, which often causes delays in contract midwives' salaries." In terms of responsibilities and risks, a midwife carries greater responsibilities and risks than the responsibilities and risks of operational employees in a company. Risks that may occur are the risk of contracting diseases from patients, the risk of acting if making mistakes that can be fatal to patients, and others. These problems are also felt by contract midwives in Jember Regency.

However, a contract midwife still carries out her main duties and functions as a health worker well, especially in Jember Regency. This is evidenced by the success of every activity that includes midwives in it, such as the implementation of *Measles* and *Rubella* handling where Jember Regency through the Jember Health Office was named the best district in the East Java province in handling *Measles* (Measles) and *Rubella* Immunization which was intensified by the central government (<http://dinkes.jemberkab.go.id>). Based on the description of these problems, the author took the

research title "The role of job satisfaction in mediating organizational culture and motivation to organizational commitment of Contract Midwives".

METHODS

This research is *explanatory research*. According to Umar (1999: 36) *explanatory research* is research that aims to analyze the relationships between one variable and another or how a variable affects another variable. The population in this study consisted of 149 contract midwives in Jember Regency. Sampling in this study using *purposive sampling and quota sampling* techniques. According to Sugiyono (2003: 74-78) *purposive sampling* is a way of sampling by determining the characteristics in accordance with the objectives. Meanwhile, *quota sampling* is a technique for determining samples from a population that has certain characteristics until the desired number (quota) (Sugiyono, 2001: 60). The criteria used are as follows, namely contract midwives who have devoted themselves or worked for at least 3 years, and contract midwives who actively participate in midwifery activities at work. Ferdinand (2006: 46) explains that the sample size that must be met in this modeling is between 100 and 200, and further uses a ratio of 5 to 10 observations for each *estimated parameter*. Therefore, the number of samples taken in this study was 14 indicators multiplied by 8, namely 112 samples. The data collection technique uses a questionnaire with a Likert scale measurement of 1-5. The data test stages in this research are through validity, reliability, *Structural Equation Modeling* (SEM), hypothesis testing and interpretation and model identification.

RESULTS AND DISCUSSION

Based on the validity test results, it is known that all indicators of motivation variables, organizational culture, job satisfaction, and organizational commitment are declared valid. The C.R. value is greater than 2.00 which indicates that these indicators are significantly a dimension of the latent factors of motivation, organizational culture, job satisfaction, and organizational commitment formed. In addition, it can also be seen that the probability value shows significant results or is smaller than α (0.05), so that the statement items have described the indicators well or in other words the statement items are declared valid.

Based on the results of the reliability test, it is known that all indicators of motivation variables, organizational culture, job satisfaction, and organizational commitment are declared reliable. The value of all construct reliability is greater than the recommended value of 0.7, so it can be said that the indicator is reliable.

Based on the results of the *normality* test, the C.R value in this study is known to be 1.510 (Appendix 5 on *Assessment of normality Group Number 1*) which means it is smaller than 2.58. Thus the data in this study is normally distributed.

The highest value of *Mahalanobis* distance of 39.330 occurs in observation number 91 (Appendix 5, under *Observations farthest from the Centroid (Mahalanobis distances) (Group number 1)*). The Mahalanobis distance value is compared with the value of χ^2 at a *degree of freedom* of $112-17 = 95$ and $\alpha = 5\%$. In Table χ^2 , the value of $\chi^2_{0,05;95}$ is 118.751 (Appendix 6). The highest Mahalanobis distance is smaller than the value of $\chi^2_{0,05;95}$ ($39,330 < 118,751$), so it can be concluded that the value of Mahalanobis distance in all observations is below the *chi-square* value, meaning that there is no indication of violation of the *outlier* assumption.

The matrix determinant value in this study is 3.183 (Appendix 6, in the *Sample Covariances* section (*Group number 3*)). The matrix determinant value is relatively far from zero, thus there is no violation of the *multicollinearity* assumption.

Evaluation of Model Fit (*Goodness of Fit*)

Table 1. Model fit assessment

Model Fit	Value	Criteria	Status
Chi-square	106.958	<138.811	Meet
Probability	0.082	≥ 0.05	Meet
RMSEA	0.032	≤ 0.08	Meet
GFI	0.937	≥ 0.90	Meet
AGFI	0.767	≥ 0.90	Does not meet
CMIN/DF	1.747	≤ 2.00	Meet
TLI	0.980	≥ 0.95	Meet
CFI	0.963	≥ 0.95	Meet

Source: Data processing results

These results prove that the overall model is quite good because it has met 7 of the 8 *Goodness of Fit* measurements. This result is in accordance with Wijanto's (2007) statement that there are several measurements of model fit in SEM and the assessment of model fit is assessed based on how many model measures can be met, the more the model fit value of the *Goodness of Fit* measure is met, the better the research model.

Full Model Structural Analysis Results

The results of testing *structural equation modeling (SEM)* analysis using the AMOS 22 program, provide the results of a structural equation model that shows the relationship between latent variables. This research is shown in Figure 4.1 as follows:

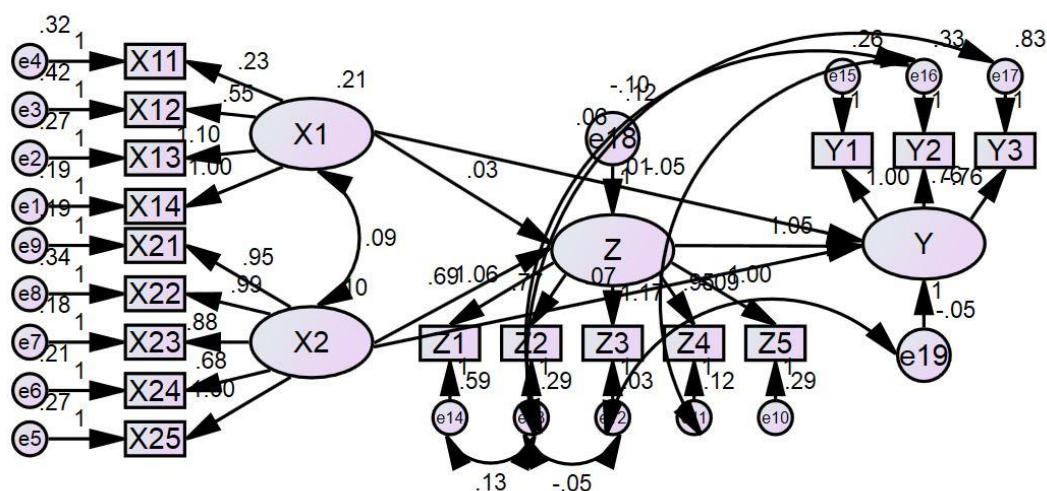


Figure 4.1: Structural Model Analysis

Source: Data processing results

Based on the modified structural model, the structural coefficient estimates are obtained as follows:

Table 2. Standardized Regression Weight Structural Model

Influence	Estimate	CR	Prob	Description
Motivation → Job satisfaction	0.338	2.213	0.032	Significant
Organizational culture → Job satisfaction	0.524	2.350	0.019	Significant
Motivation → Organizational commitment	0.207	4.033	0.014	Significant
Organizational culture → Organizational commitment	0.256	3.225	0.042	Significant
Job satisfaction → Organizational commitment	0.131	4.623	0.024	Significant

Source: Data processing results (Appendix 6)

Based on Table 2. it can be seen that all hypotheses in this study are accepted. At the 5% significance level, it is known that the first to fifth hypotheses are accepted.

Direct Influence

This test is intended to determine the direct effect between the variables of motivation and organizational culture on organizational commitment and job satisfaction on organizational commitment.

Table 3. Direct Effect of Exogenous Variables on Endogenous

Variables	Direct Influence			
	Motivation	Organizational Culture	Job Satisfaction	Organizational Commitment
Job Satisfaction	0,338	0,524	0,000	0,000
Organizational Commitment	0,207	0,256	0.131	0,000

Source: Data processing results

Based on Table 3, it is known that the direct effect of motivation on organizational commitment is 20.7% with a positive direction, organizational culture on organizational commitment is 25.6% with a positive direction, and job satisfaction on organizational commitment is 13.1% with a positive direction. The results of the analysis show that organizational culture has the largest direct effect on organizational commitment, where these results make a large contribution in influencing the organizational commitment of contract midwives.

Indirect Effect

This test is intended to determine the indirect effect (through job satisfaction) between the variables of motivation and organizational culture on organizational commitment.

Table 4. Indirect Effect of Exogenous Variables on Endogenous

Variables	Indirect influence			
	Motivation	Organizational Culture	Job Satisfaction	Organizational Commitment
Job Satisfaction	0,000	0,000	0,000	0,000
Organizational Commitment	0,443	0,593	0,000	0,000

Source: Data processing results

Based on Table 4. It is known that the indirect effect of motivation on organizational commitment is 44.3%, and the indirect effect of organizational culture on organizational commitment is 59.3%. The results of the analysis show that organizational culture has the largest indirect effect (through

job satisfaction) on organizational commitment, where these results make a large contribution in influencing the organizational commitment of contract midwives.

The structural equation of the causality relationship is as follows:

- The effect of motivation (X_1) and organizational culture (X_2) on job satisfaction (Z): $Z = 0.338 X_1 + 0.524 X_2$
- The effect of motivation (X_1) and organizational culture (X_2) on organizational commitment (Y): $Y = 0.207 X_1 + 0.256 X_2$
- The effect of motivation (X_1), organizational culture (X_2), and job satisfaction (Z) on organizational commitment (Y): $Y = 0.207 X_1 + 0.256 X_2 + 0.131 Z$

Discussion

The Effect of Motivation on Job Satisfaction

The results of SEM analysis show that motivation has a positive and significant effect on job satisfaction of contract midwives. This shows that if the motivation of midwives increases, the job satisfaction of contract midwives will also increase, and vice versa. High motivation will encourage the creation of its own job satisfaction for midwives. The results of this study are in accordance with the statement of Nawawi (1998: 351), from a psychological point of view, the reality shows that being passionate or excited and conversely not passionate or not excited about a worker in carrying out his work, is strongly influenced by the work motivation that drives him. Based on this opinion, job satisfaction can be formed if there is work motivation in contract midwives.

Strong motivation does not only arise from within the contract midwife herself (such as motives and expectations), but also from outside the contract midwife, such as providing incentives in the form of bonuses and allowances. Bonuses and allowances are known to affect the growth of one's motivation. This is proven by Lite and Sunarmie (2016) who state that there is a significant role between incentives in increasing employee motivation. Bonuses received by contract midwives are few and far between. This can be seen from the responses of respondents who rated moderately on the indicator of incentives in the form of bonuses. Contract midwives receive bonuses when they get additional work outside of their normal working hours. Respondents' answers to the allowance indicator are different from bonuses, the majority of respondents rated well on the incentive indicator in the form of allowances, which means that contract midwives receive holiday allowances from the company where they work. The provision of THR has been regulated by the government. Non-civil servants appointed by civil service officials such as in the form of ministerial decrees are given THR in accordance with the provisions of pp 19 of 2018 and PMK number 53 of 2018 including PTT doctors (non-permanent employees), PTT midwives, kb extension workers and others.

The results of this study support Bahagia's (2004) research which proves that motivation has a significant positive effect on job satisfaction. In a different research object, Kartika and Kaihatsu (2010) also proved that motivation has a significant positive effect on job satisfaction. The results of this study do not support Hackim and Dasmase's (2015) research which proves that motivation has a positive influence but has no significant effect on job satisfaction. These results also do not support Anggraeni and Sutanto's (2013) research which states that motivation has no effect on job satisfaction.

The Effect of Organizational Culture on Job Satisfaction

Based on the test results, it is proven that organizational culture has a positive or unidirectional effect on job satisfaction, meaning that if the organizational culture is getting better, job satisfaction will increase. A good organizational culture that is accepted by all employees will foster enthusiasm in carrying out tasks, high discipline, and be loyal in supporting organizational goals, therefore organizational culture must receive attention from managers. Employees will not be eager to carry out their daily duties and fully concentrate on their work if their welfare and comfort in duty are not properly considered. This finding is in accordance with Pabundu's (2006: 14) statement about the

function of organizational culture, namely as an adhesive for employees and as a control mechanism in combining and shaping employee attitudes and behavior.

A contract midwife must be disciplined at work, this is evidenced by the midwife oath which states that she will devote herself to midwifery and health services, without distinguishing religion, rank, ethnicity, and nation (Midwife oath script: 2015). In addition, the discipline of a midwife is evidenced by readiness and alertness at work. The discipline of midwives can be seen from their readiness and alertness at work. The work system of a contract midwife uses a shift system, which is the division of working time based on a certain time. People who work with a shift system, their working time is carried out alternately, so contract midwives who are on duty at a certain period of time alternate with contract midwives in the next period of time to do the same job. During the change of working hours, the contract midwife who will work next will already be ready and alert 15 minutes or even 30 minutes before the next change of hours. That is because the contract midwife who is on guard or working and who will replace the next must do the pass, the meaning of the pass here is that the contract midwife on guard will explain what actions have been given to the patient being treated, so that the next replacement contract midwife understands what actions must be taken next to treat the patient.

The results of this study support the research of Sari and Witjaksono (2013) and Simanjuntak (2013) which prove that organizational culture has a significant positive effect on job satisfaction. Likewise, the results of research with other objects conducted by Alvi, et al. (2014) shows that organizational culture has a significant and positive effect on employee job satisfaction. Based on this explanation, job satisfaction in contract midwives can increase if the organizational culture becomes stronger.

The Effect of Motivation on Organizational Commitment

Motivation is proven to have a significant positive effect on organizational commitment. This means that if the motivation of midwives increases, the organizational commitment of midwives will also be better, and vice versa. The results of this study are in accordance with the statement of Luthans (2006: 249) that organizational commitment is an attitude that reflects employee loyalty to the organization and is an ongoing process in which members of the organization express their concern for the organization, for the success of the organization and its continued progress. The company must pay attention to all the elements that encourage midwives' motivation in carrying out their duties so that they remain good, so that they can foster strong and sustainable organizational commitment.

A good motive will foster good motivation. The contract midwife's motive in working is to increase her knowledge and ability to serve patients. A contract midwife must continue to hone her knowledge in order to continue to improve the quality of health services provided to patients. This is mandatory because it is regulated in the midwife's responsibility to the profession and to the patient. Therefore, it is hoped that a contract midwife will gain a lot of new knowledge gained from experiences during the period of work or service.

The results of this study support the research of Tania and Sutanto (2013), which proves that motivation has a significant positive effect on organizational commitment. In different research objects Anggreani and Sutanto (2013), Wardhani, Susilo, and Iqbal (2015), Hackim and Dasmasele (2015) also prove that motivation has a significant positive effect on organizational commitment. This proves that if the motivation is higher, the contract midwife's organizational commitment to the company will be stronger. The results of this study do not support the research of Hermanto and Herminingsih (2016) which proves that motivation has no significant effect on organizational commitment.

The Effect of Organizational Culture on Organizational Commitment

The results of SEM analysis show that organizational culture has a significant positive effect on organizational commitment. This means that if the organizational culture is stronger, then

organizational commitment will also increase and vice versa. This organizational commitment occurs because of the comfort felt by midwives in working for the company. These comforts include comfort with the environment and atmosphere of the workplace and comfort with colleagues.

According to the results of the study, the majority of respondents rated the organizational culture in the good category, which means that discipline, responsibility, trust in colleagues, integrity, and caring attitudes are well built in the company. So that this will create a comfortable environment to work to carry out daily tasks. If the comfort of the workplace is maintained, it will foster a sense of home and want to continue to stay in the organization where it works, which in this case is a sense of organizational commitment of contract midwives to their workplace. This is in accordance with the five basic values that must be upheld by employees and health officials, namely acting quickly and precisely, siding with the community, enforcing discipline, showing transparency, and realizing accountability (Sudayasa, 2011).

The results of this study support the research of Sari and Witjaksono (2013), which proves that organizational culture has a significant positive effect on organizational commitment. Several other studies that are also in line are research by Simanjuntak (2013), Alvi, et al. (2014), Alfiana and Puspasari (2014), Hermanto and Herminingsih (2016), Dewi and Surya (2017) which prove that organizational culture has a significant positive effect on organizational commitment. This proves that if the organizational culture is stronger, the contract midwife's organizational commitment to the company will also be stronger.

The Effect of Job Satisfaction on Organizational Commitment

This study explains that job satisfaction is proven to have a significant positive effect on organizational commitment. These results indicate that an increase or decrease in job satisfaction affects the organizational commitment of contract midwives in Jember Regency. Contract midwives will feel satisfied if what is their responsibility can be carried out properly and effectively, thus making the contract midwife feel at home working in the company. If an employee already feels at home and comfortable, it is likely that the employee will be committed to continuing to stay in the organization and be willing to support the achievement of organizational goals. This finding is in accordance with the statement of Luthans (2006: 249) that organizational commitment is an attitude that reflects employee loyalty to the organization and is an ongoing process in which organizational members express their concern for the organization, for the success of the organization and its continued progress.

One of the supporters of job satisfaction of contract midwives is the existence of an increase in career paths or promotions, even though they have to wait with a fairly long distance of up to years. but this is able to provide job satisfaction in terms of certainty in the midwife's career path.

This finding strengthens empirical studies conducted by Sari and Witjaksono (2013), Simanjuntak (2013), Tania and Sutanto (2013), Puspitawati and Riana (2014) which prove that job satisfaction has a significant positive effect on organizational commitment. This shows that organizational commitment will experience a significant increase if job satisfaction increases. This finding does not support the findings of Anggreani and Sutanto (2013) which prove that job satisfaction has no significant effect on organizational commitment.

Analysis of the Role of Job Satisfaction in Mediating the Effect of Motivation and Organizational Culture on Organizational Commitment

Based on the comparison of the direct effect value and the indirect effect value of motivation and organizational culture on organizational commitment. It is known that the indirect effect (through job satisfaction in table 4.) of motivation on organizational commitment is greater than its direct effect, which means it can be concluded that job satisfaction has a greater role than the role of motivation in directly influencing organizational commitment. It is known that the direct effect of

organizational culture on organizational commitment is smaller than its indirect effect, namely through job satisfaction, which means that the influence of organizational culture will be greater on organizational commitment if it is through job satisfaction than the role of organizational culture in directly influencing the organizational commitment of contract midwives.

CONCLUSION

Based on the results of the research that has been done, the following conclusions can be drawn: Motivation has a positive and significant effect on job satisfaction. So it can be concluded that if the motivation is getting stronger, the midwife's job satisfaction will also increase, so the first hypothesis is proven. Organizational culture has a positive and significant effect on job satisfaction. So if the organizational culture is stronger, the midwife's job satisfaction will increase, so the second hypothesis is proven. Motivation has a positive and significant effect on organizational commitment. So it can be concluded that if the motivation is getting stronger, the midwife's commitment to the organization where she works will also increase, so the third hypothesis is proven. Organizational culture has a positive and significant effect on organizational commitment. based on this, it can be concluded that the stronger the organizational culture will affect the increase in midwives' organizational commitment, so the fourth hypothesis is proven. Job satisfaction has a positive and significant effect on organizational commitment. So it is concluded that an increase or decrease in midwives' job satisfaction will affect the ups and downs of contract midwives' organizational commitment to the company where they work so that the fifth hypothesis is proven. Based on the results of the study, it is proven that the determinants of organizational commitment are motivation and organizational culture, and job satisfaction is also proven to mediate the influence between motivation and organizational culture on organizational commitment.

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