

The Influence of Organizational Culture and Work Involvement on Organizational Commitment Mediated by Job Satisfaction

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Keywords: Organizational Culture; Job Involvement; Job Satisfaction; Organizational Commitment

Abstract

This study aimed to analyze the influence of organizational culture and work involvement on organizational commitment mediated by job satisfaction. The research used an associative approach with a population of 139 employees of the Demak Regency Regional Health Office. The number of samples is calculated using the Slovin formula so that the number of samples used is 104 employees. Sampling used a purposive sampling technique with the criterion of employee service period of more than 1 year. Data were processed using SPSS software version 23. Data analysis techniques included respondent descriptions, variable descriptions, validity tests, reliability tests, F-tests, R2 tests, t-tests, and Sobel Tests. The results stated that organizational culture has a positive effect on job satisfaction, work involvement has a positive effect on job satisfaction, organizational culture has a positive effect on organizational commitment, work involvement has a positive effect on organizational commitment, and job satisfaction has a positive effect on organizational commitment. Future findings demonstrated that organizational culture has an effect on organizational commitment mediated by job satisfaction, and work involvement has an effect on organizational commitment mediated by job satisfaction.

INTRODUCTION

The Demak District Health Office, Central Java, has a vision of "Realizing a Healthier and More Independent Demak Community," but efforts to improve organizational culture, Job involvement, job satisfaction, and organizational commitment at the Demak District Health Office, Central Java, still face several obstacles. It turns out that many employees still do not understand these variables. Employee commitment in preparing reports is often incomplete, sometimes even exceeding the deadline. Furthermore, employee commitment to completing work does not match their capabilities, because employees are sometimes transferred without input from employees and regional leaders. This indicates that the organizational culture has not been implemented effectively. In fact, within the organization there are already ten "Cultures of Apparatus Shame," including: shame if late to work, not attending roll call, being absent without a reason, frequently asking for leave, working without a program, leaving early, often leaving the desk without a clear reason, working without responsibility, leaving work without accountability, and often dressing untidily and without attributes. Furthermore, the Community Health Center (Puskesmas) gets employees who do not meet its needs. Employees who are needed by a nursing supervisor are sometimes assigned a nurse, while employees who are needed by a doctor are assigned a midwife. Busro (2018) explains that organizational commitment is the manifestation of a person's willingness, awareness, and sincerity to be bound and remain within the organization. This organizational commitment is reflected in the amount of effort, determination, and belief in

achieving a shared vision, mission, and goals. Many factors influence organizational commitment, including organizational culture, work involvement, and job satisfaction.

Edison et al. (2017) explain that organizational culture is human behavior, including thoughts, words, and actions, aligned into a unified whole through a continuous learning process. Research by Hadiwinata et al. (2023) and Hidayat et al. (2024) indicates that organizational culture has a positive and significant effect on organizational commitment. Meanwhile, Duwika et al. (2023) found that organizational culture had no effect on organizational commitment.

Robbins & Judge (2017) define work involvement as a participatory process that uses employee input to increase employee commitment to organizational success. Previous research by Amah & Ahiauzu (2013), Ahmad (2018), Wibawa & Wardani (2021), Safitri & Aprilyana (2022), Arulenthilkumar & Punitha (2023), Detriani et al. (2025), and Riyanto (2025) found that work involvement has a positive effect on organizational commitment. Conversely, contradictory results were found in studies by Pratiwi et al. (2023), Oktanata et al. (2024), Sugiharjo (2021), and Yusuf & Prakoso (2022), which stated that work involvement had no effect on organizational commitment.

Robbins & Judge (2017) define job satisfaction as an employee's positive attitude toward their job, which arises from their assessment of the work situation. Research conducted by Herminingsih (2020), Aziz et al. (2021), Herman et al. (2023), Hidayat et al. (2024), and Zauki et al. (2025) shows that job satisfaction has been empirically proven to have a positive and significant influence on organizational commitment. Research conducted by Larasati et al. (2025), Hadinata & Hastini (2025) concluded that job satisfaction has a positive and significant influence on organizational commitment. However, inconsistent results were found in research by Duwika et al. (2023), who found that job satisfaction did not affect organizational commitment.

Previous studies by Tsai (2011), Brazil et al. (2010), Triyanto & Jaenab (2020), Wahjoedi (2021), Lee et al. (2022), Alasyari et al. (2023), and Nugroho et al. (2024) showed that organizational culture has a positive effect on job satisfaction. However, research by Tran (2020) revealed that several dimensions of organizational culture did not significantly predict job satisfaction.

Research by Al-Refaei et al. (2023), Mubarokh (2023), and Sypniewska et al. (2023), and Nyabvudzi & Chinyamurindi (2025) proved that work involvement has a positive effect on job satisfaction. The opposite result in Putri & Kustini's (2021) research showed that work involvement did not affect employee job satisfaction. Likewise, research by Munfaridi & Sayuti (2020) and Pratiwi & Suryaningrum (2023) found that work involvement had no significant impact on increasing job satisfaction.

Research by Heriyanti & Zayanti (2021) shows that job satisfaction mediates the effect of organizational culture on organizational commitment. This finding is supported by research by Larasati et al. (2025), which found that job satisfaction mediates the relationship between organizational culture and employee organizational commitment. Conversely, research by Senen et al. (2025) concluded that job satisfaction does not mediate the relationship between organizational culture and organizational commitment.

Previous research by Čulibrk et al. (2018), Wibawa & Wardani (2021), and Arulenthilkumar & Punitha (2023) found that job satisfaction mediates the effect of work involvement on organizational commitment. Similarly, previous research by Wati et al. (2024) and Eliza & Mansyur (2025) demonstrated that employee engagement has a positive and significant impact on job satisfaction, which subsequently contributes positively to organizational commitment. However, the opposite result was found in the study by Oktanata et al. (2024), which

showed that job satisfaction did not mediate the positive effect of work involvement on organizational commitment.

Based on the description above, it can be stated that there are problems in the Demak District Health Office, namely that its employees still experience difficulties in understanding and implementing organizational culture and work involvement to encourage organizational commitment. On the other hand, previous research findings are also inconsistent. Some studies show that organizational culture and work involvement have a positive influence on organizational commitment and job satisfaction, while other studies find the opposite result. Therefore, this study aims to examine the influence of organizational culture and work involvement on organizational commitment mediated by job satisfaction, specifically in the context of a government organization such as the Demak District Health Office.

Busro (2018) explains that organizational commitment is the manifestation of employees' willingness, awareness, and sincerity to be bound and remain within the organization, as reflected in the amount of effort, determination, and belief in achieving the shared vision, mission, and goals. Busro (2018) states that there are three dimensions of organizational commitment: affective commitment, continuance commitment, and normative commitment. Indicators of affective commitment include a strong belief in and acceptance of the organization's values and goals, loyalty to the organization, and a willingness to exert effort for the benefit of the organization. Indicators of continuance commitment include the benefits of remaining with the organization and the costs of leaving. Normative commitment, on the other hand, encompasses the willingness to work and the responsibility to advance the organization.

Robbins & Judge (2017) define job satisfaction as an employee's positive attitude toward their job, which arises from their assessment of the work situation. Robbins & Judge (2017) state that there are five dimensions of job satisfaction: the work itself, salary, promotion opportunities, leadership, and coworkers. Indicators of the job dimension include tasks, learning opportunities, and responsibilities. Indicators of the salary dimension include the pay system and pay equity. Indicators of the promotion opportunity dimension include promotion opportunities. Indicators of the leadership dimension include leadership style, while indicators of coworkers include support from coworkers.

Edison et al. (2016) explain that organizational culture is human behavior, including thoughts, words, and actions, aligned into a unified whole through a continuous learning process. According to Edison et al. (2016), organizational culture has five dimensions: self-awareness, aggressiveness, personality, performance, and team orientation. Indicators of self-awareness include: employees experiencing job satisfaction, striving for self-development, and adhering to existing regulations. Indicators of aggressiveness include: employees taking initiative and not always relying on leadership instructions, and employees establishing plans and striving to complete them successfully. Personality indicators include: each member respecting and greeting each other during meetings, group members helping each other, and respecting differences of opinion. Performance indicators include: members prioritizing quality in completing their work, members consistently innovating to discover new and useful ideas, and each member striving to work effectively and efficiently. Indicators of team orientation include: each team task is carried out through discussion and synergy, and any problems within the team are always resolved effectively.

Robbins & Judge (2017) define work involvement as a participatory process that uses employee input to increase employee commitment to organizational success. Robbins & Judge

(2017) also state that work involvement has three dimensions: active participation, work as primary, and work as important. Indicators of active participation include contributing ideas to the company and participating in all company activities. Indicators of work as primary include prioritizing work and completing work well, while indicators of work as important include prioritizing work and prioritizing the company's interests.

Research by Tsai (2011), Brazil et al. (2010), Triyanto & Jaenab (2020), Wahjoedi (2021), Lee et al. (2022), Alasyari et al. (2023), and Nugroho et al. (2024) shows that organizational culture has a positive effect on job satisfaction. Based on this explanation, the following hypothesis can be formulated: H1: Organizational culture has a positive effect on job satisfaction.

Previous research by Al-Refaei et al. (2023), Mubarokh (2023), Sypniewska et al. (2023), and Nyabvudzi & Chinyamurindi (2025) has demonstrated that work involvement has a positive effect on job satisfaction. Based on this description, the following hypothesis can be formulated: H2: Work involvement has a positive effect on job satisfaction.

Research by Hadiwinata et al. (2023) and Hidayat et al. (2024) concluded that organizational culture has a positive and significant influence on organizational commitment. Based on this explanation, the following can be formulated: H3: Organizational culture has a positive influence on organizational commitment.

Yusuf & Metiboba (2018) stated that employees who are committed to their organization demonstrate a caring and responsible work attitude towards their duties, and are highly loyal to the organization. Research conducted by Amah & Ahiauzu (2013), Ahmad (2018), Wibawa & Wardani (2021), Safitri & Aprilyana (2022), Arulenthilkumar & Punitha (2023), Detriani et al. (2025), and Riyanto (2025) shows that work involvement has a positive effect on organizational commitment. Based on this statement, the following hypothesis can be formulated: H4: Work involvement has a positive effect on organizational commitment.

Irawan & Ie (2022) stated that satisfied employees tend to be more enthusiastic, resulting in a desire to work hard. Employees with low levels of satisfaction tend to struggle to produce high-quality work. Employees with high job satisfaction will have affective commitment, reflected in enthusiasm because they feel engaged and proud to be part of the organization. Furthermore, employees will work hard as a form of ongoing commitment to gain rewards and a better future. Research by Herminingsih (2020), Aziz et al. (2021), Herman et al. (2023), Hidayat et al. (2024), Zauki et al. (2025), Larasati et al. (2025), and Hadinata & Hastini (2025) found that job satisfaction has a positive effect on organizational commitment. Based on this explanation, the following can be formulated: H5: Job satisfaction has a positive effect on organizational commitment.

Studies by Heriyanti & Zayanti (2021) and Larasati et al. (2025) show that job satisfaction mediates the relationship between organizational culture and employee organizational commitment. Based on this statement, the following can be formulated: H6: Organizational culture influences organizational commitment, mediated by job satisfaction.

Previous research by Čulibrk et al. (2018), Wibawa & Wardani (2021), Arulenthilkumar & Punitha (2023), Wati et al. (2024), and Eliza & Mansyur (2025) demonstrated that job satisfaction mediates the effect of work involvement on organizational commitment. Based on this statement, the following hypothesis can be formulated: H7: Work involvement influences organizational commitment, mediated by job satisfaction.

The conceptual framework used in this study consists of organizational culture, work involvement, job satisfaction, and organizational commitment. The graphical model is shown in Figure 1.

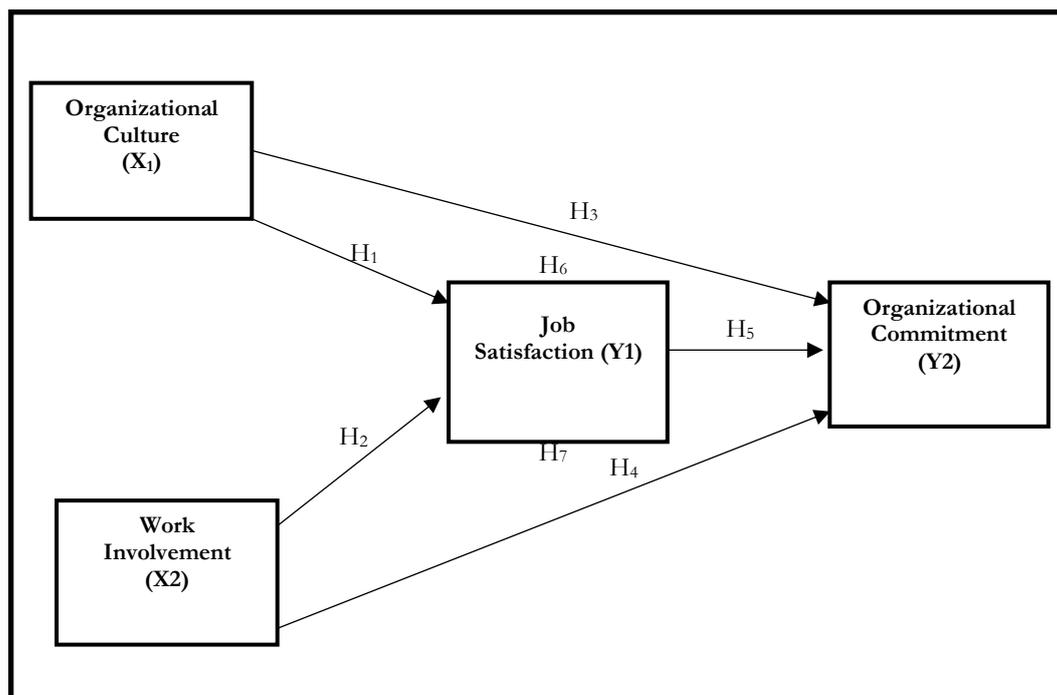


Figure 1. Conceptual Framework

METHODS

This explanatory study aimed to analyze the influence of organizational culture and work involvement on organizational commitment, with job satisfaction as a mediator. The population consisted of all 139 employees of the Demak Regency Regional Health Office. The sample size was calculated using the Slovin formula (Tejada & Punzalan, 2012), resulting in a sample size of 103,154, rounded to 104. Purposive sampling was used, with employee tenure exceeding one year.

The measurement scale for the variables in this study was adopted from expert opinion and previous research to ensure good validity and reliability. All study variables were measured using a 5-point Likert scale, ranging from Strongly Disagree (1) to Strongly Agree (5).

Data tabulation used a Likert scale, and analysis was conducted using SPSS version 23 software. Data testing included respondent descriptions, variable descriptions, validity tests, reliability tests, F-tests, R²-tests, t-tests, and mediation tests using the Sobel test.

RESULTS AND DISCUSSION

Respondent Descriptive

Table 1. Respondent Descriptive

Category	Frequency	Percentage
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Age		
20-30 years	27	26.0
31-40 years	25	24.0
41-50 years	43	41.3
51-60 years	9	8.7
Gender		
Man	53	51.0
Woman	51	49.0
Experience		
25 years	34	32.7
6-10 years	18	17.3
11-15 years	43	41.3
Over 15 years old	9	8.7
Civil servant ranks		
II	39	37.5
III	57	54.8
IV	8	7.7
Education		
Senior High School	35	33.7
Diploma	24	23.1
Bachelor	42	40.4
Postgraduate	3	2.9
Position		
Secretary	1	1.0
Head of Division	2	1.9
Head of Subsection	8	7.7
Executor	54	51.9
Staff	39	37.5

Source: Data Processed (2025)

This study was conducted over two months in 2025, with respondents from the Regional Health Office of Demak Regency, Central Java. A total of 104 questionnaires were distributed, with 104 responses returned, resulting in a 100% response rate. Based on the respondent demographics in the Table, it is known that the majority of respondents are aged 41-50 years (43%), namely 53 people. are male (51%). The results further explain that 42 people have a bachelor's degree (40.4%), the majority of work experience is 11-15 years (41.3%), 57 people are in group III (54.8%), and 54 people hold executive positions (51.9%). These results indicate that employees have sufficient work experience as a basis for commitment to the organization.

Variable Description

A mean score of 3.56 for organizational culture indicates that respondents tended to agree with 13 indicators. A mean score of 3.48 for work engagement indicates that respondents tended to be neutral with respect to six indicators. A mean score of 3.48 for job satisfaction indicates that respondents tended to be neutral with respect to eight indicators. Furthermore, a mean score of 4.05 for organizational commitment indicates that respondents tended to agree with seven indicators.

Validity Test Results

Table 2. Validity Test Results

Variables	Validity Test Criteria
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	KMO	Component Matrix
Organizational Culture	0.848	>0.4
Work Involvement	0.833	>0.4
Job Satisfaction	0.855	>0.4
Organizational Commitment	0.792	>0.4

Source: Data Processed (2025)

Table 2 shows that the KMO for organizational culture, work engagement, job satisfaction, and organizational commitment is greater than 0.5, thus concluding that the sample size is sufficient. The component matrix values for 13 organizational culture indicators, 6 work engagement indicators, 8 job satisfaction indicators, and 7 organizational commitment indicators are greater than 0.4, thus concluding that all indicators are valid.

Reliability Test Results

Table 3. Reliability Test Results

Variables	Reliability Test Criteria	
	Cronbach's Alpha	Cut-off
Organizational culture	0.914	>0.7
Work Involvement	0.917	>0.7
Job satisfaction	0.924	>0.7
Organizational Commitment	0.906	>0.7

Source: Data Processed (2025)

Table 3 shows that the Cronbach's alpha for organizational culture, work involvement, job satisfaction, and organizational commitment is greater than 0.7. Therefore, it can be concluded that all variables are reliable.

Multiple Linear Regression Analysis Results

Table 4. Multiple Regression Analysis Results

Model	Independent Variable	Adjusted R²	Anova		Standardized Coefficients		Information
			F	Sig	Beta	Sig	
Model I: Y1 = 0.547 X1 + 0.337 X2 + e1							
Model I: The Influence of Organizational Culture and Work Involvement on Job Satisfaction	Organizational Culture	0.547	64.143	0.000	0.547	0.000	Hypothesis 1 is accepted
	Work Engagement				0.337	0.000	Hypothesis 2 is accepted
Model II: Y2 = 0.423 X1 + 0.159 X2 + 0.383 Y1+ e2							
Model II: The Influence of	Organizational Culture	0.625	58.316	0.000	0.423	0.000	Hypothesis 3 is accepted

Organizational Culture, Work Involvement, and Job Satisfaction on Organizational Commitment	Work Engagement Job Satisfaction	0.159	0.039	Hypothesis 4 is accepted Hypothesis 5 is accepted
		0.383	0.000	

Source: Data Processed (2025)

Table 4 shows the test results for Model 1:

- The F-test showed a sig. $0.000 < 0.05$, indicating that this model is fit and suitable for further analysis.
- The coefficient of determination test yielded an adjusted R² of 0.547, indicating that organizational culture and work involvement explain 54.7% of the job satisfaction variable, while the remaining 45.3% is explained by other variables outside the research model.
- H1: Organizational culture has a positive effect on job satisfaction
The sig. $0.000 < 0.05$, and the beta value of 0.547 is positive, indicating that organizational culture has a positive effect on job satisfaction. Therefore, H1 is accepted.
H2: Work involvement has a positive effect on job satisfaction
The sig. $0.000 < 0.05$, and the beta value of 0.337 are positive, indicating that work involvement has a positive effect on job satisfaction. Therefore, H2 is accepted.

Table 4 shows the test results for Model II:

- The F-test showed a sig. $0.000 < 0.05$, indicating a good fit for further analysis.
- The coefficient of determination test yielded an adjusted R² of 0.625, indicating that organizational culture, work involvement, and job satisfaction explain 62.5% of the organizational commitment variable, while the remaining 37.5% is explained by other variables outside the study.
- H3: Organizational culture has a positive effect on organizational commitment.
The sig. $0.000 < 0.05$ and the beta value of 0.423 is positive, indicating that organizational culture has a positive effect on organizational commitment. Therefore, H3 is accepted.
H4: Job involvement has a positive effect on organizational commitment.
The sig. $0.039 < 0.05$, and the beta value of 0.159 is positive, indicating that work involvement has a positive effect on organizational commitment. Therefore, H4 is accepted.
H5: Job satisfaction has a positive effect on organizational commitment
The sig value is $0.000 < 0.05$, and the beta value is 0.383, indicating that job satisfaction has a positive effect on organizational commitment. Therefore, H5 is accepted.

The Effect of Organizational Culture on Organizational Commitment Mediated by Job Satisfaction

Table 5. Mediation Test 1 Results

Variables	Coefficient	Z-count	z-table	Significance	Information
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X1 → Y1 → Y2	0.3520	4,6901	1.96	0.0000	Hypothesis 6 is accepted
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Description: X1 = Organizational Culture; Y1 = Job Satisfaction; Y2 = Organizational Commitment

The Z-Table (critical value) of the two-way test with a significance level (α) of 0.05 is 1.96

Source: Data Processed (2025)

The mediating role of job satisfaction on the relationship between the independent variable (organizational culture) and the dependent variable (organizational commitment) in this study was analyzed using the Sobel test (Sobel, 1982, as cited in Ghozali, 2023). The results of the calculations using the Sobel Script in SPSS are illustrated in Table 5. The calculation results indicate an indirect effect of X1 (organizational culture) on Y2 (organizational commitment) through Y1 (job satisfaction), amounting to 0.3520. Further results show a calculated Z-value of 4.6901 > Z-table 1.96 and a significance value of 0.0000 < 0.05, indicating that job satisfaction mediates the effect of organizational culture on organizational commitment. Therefore, Hypothesis 6 is accepted.

The Effect of Work Involvement on Organizational Commitment Mediated by Job Satisfaction

Table 6. Mediation Test 1 Results

Variables	Coefficient	Z-count	Z-table	Sig	Information
X2 → Y1 → Y2	0.3605	5.2434	1.96	0.0000	Hypothesis 7 is accepted

Description: X 2 = Work Involvement; Y1 = Job Satisfaction; Y2 = Organizational Commitment

The Z-Table (critical value) of the two-way test with a significance level (α) of 0.05 is 1.96

Source: Data Processed (2025)

The results of the calculation of the mediating role of job satisfaction on the relationship between the variables of work involvement and organizational commitment using the Sobel Script in SPSS can be illustrated in Table 6. The calculation results indicate an indirect effect of X2 (work involvement) on Y2 (organizational commitment) through Y1 (job satisfaction), amounting to 0.3605. Further results show a Z-value of 5.2434 > Z-Table 1.96 and a significance value of 0.0000 < 0.05, meaning that job satisfaction mediates the effect of job involvement on organizational commitment. Thus, Hypothesis 7 is accepted.

DISCUSSION

Organizational Culture Has a Positive Effect on Job Satisfaction

Based on the respondent descriptions, the majority were aged between 41 and 50. This age range indicates that many respondents are in their productive years, possessing substantial work experience and a deep understanding of the work environment. At this stage, employees tend to be more critical in evaluating organizational culture. Employees seek not only financial stability but also self-development, recognition, and work-life balance. Therefore, a flexible organizational culture, supports innovation and values individual contributions will significantly impact job satisfaction. A rigid and authoritarian culture is likely to lead to dissatisfaction, as it aligns with employees' expectations for autonomy and a real impact in the workplace.

Descriptive variables of organizational culture show that the indicator with the highest mean value is that employees consistently innovate to discover new and useful ideas. This indicates that respondents prioritize innovation within the organizational culture, as reflected in the highest mean value for this indicator. These findings demonstrate a high awareness and commitment among employees to continuously innovate and seek new, more effective ways. These results indicate that respondents have a strong understanding of the importance of adaptability and creativity in driving organizational growth and progress. Overall, these data reinforce the view that innovation is not just a slogan but has become an integral part of employees' work methods and mindsets. A strong and positive organizational culture creates a supportive and collaborative work environment, where shared values guide actions. This fosters a sense of belonging and shared purpose among employees, which directly increases engagement and morale. Through open communication and fair rewards, employees feel valued, ultimately leading to increased job satisfaction. This positive impact then leads to decreased employee turnover rates and increased loyalty to the company.

These findings align with previous research by Tsai (2011), Brazil et al. (2010), Triyanto & Jaenab (2020), Wahjoedi (2021), Lee et al. (2022), Alasyari et al. (2023), and Nugroho et al. (2024), which shows that organizational culture has a positive effect on job satisfaction.

Work Involvement Has a Positive Effect on Job Satisfaction

The results of the respondent descriptions indicate that the majority of respondents hold functional position group III. This result indicates that the majority of respondents have a strong relationship with the influence of work involvement on job satisfaction. Group III in the personnel structure, especially in government agencies, is generally filled by employees who have greater responsibility and authority than lower-level positions. Employees are often involved in decision-making, strategic planning, and supervision. These positions naturally demand high levels of work involvement because they directly contribute to the success of the team or work unit. Strong work involvement in this group is crucial because it provides a sense of ownership and recognition for their work. Employees who feel their contributions are valued and meaningful will experience a significant increase in job satisfaction. Conversely, if employees feel disengaged or their ideas are ignored, this will decrease their motivation and job satisfaction.

Findings from the statistical descriptions of the work involvement variable revealed that the indicators with the highest mean values were participating in all company activities and prioritizing work. These findings indicate that, in terms of work engagement, employees exhibit a high level of participation in various company or organizational activities and demonstrate a strong priority for completing their work. The highest mean score for this indicator reflects strong employee commitment, which extends beyond core tasks to include involvement in collective activities. In other words, employees feel an integral part of the organization and are willing to invest time and energy beyond routine work demands. Thus, work engagement provides a strong psychological foundation for achieving high levels of job satisfaction, which in turn positively impacts employee productivity and retention.

These findings align with previous research by Al-Refaei et al. (2023), Mubarokh (2023), Sypniewska et al. (2023), and Nyabvudzi & Chinyamurindi (2025), which confirmed that work engagement positively influences job satisfaction.

Organizational Culture Has a Positive Influence on Organizational Commitment

The results of the respondent descriptions in this study further indicate that the majority of respondents have a bachelor's degree (S1). This indicates that employees possess strong theoretical knowledge and analytical skills. Employees tend to value a professional, transparent, and results-oriented work environment. An organizational culture that promotes collaboration, continuous learning, and data-driven decision-making is well-suited to this educational profile. Conversely, a culture that does not value the opinions or new ideas of these graduates can lead to frustration and

ultimately lower job satisfaction. Employees will feel more satisfied when the organizational culture provides space for them to apply the knowledge and ideas they have acquired during their education. Overall, these findings imply that the influence of organizational culture on job satisfaction is highly significant among respondents. Employees have high expectations for a work environment that can support their career growth and intellectual aspirations.

Descriptive findings from the study variables indicate that respondents tended to agree with all 13 indicators used in the organizational culture and organizational commitment variables. This indicates that organizational culture is important for organizational commitment. This is because organizational culture is a crucial foundation for organizational commitment because it shapes the shared values and norms that bind team members. A strong culture fosters a sense of community and collective identity, making employees feel part of something larger than themselves. This fosters loyalty and a desire to contribute to organizational goals. Thus, a healthy and positive culture is a key catalyst that encourages employees to remain loyal and fully committed to the company in the long term.

The results of this study align with previous research by Hadiwinata et al. (2023) and Hidayat et al. (2024), which found that organizational culture has a positive effect on organizational commitment.

Work Involvement Positively Influences Organizational Commitment

Respondent descriptions indicate that most respondents have a bachelor's degree. This finding suggests that respondents with a bachelor's degree tend to have a better understanding of the organization's goals and vision. Employees also possess strong theoretical knowledge and analytical skills, making it easier to engage mentally and emotionally in their work. For this group, work involvement extends beyond completing tasks; it also involves creating impact, innovating, and making significant contributions to the success of organizational goals. Therefore, a bachelor's degree is a significant factor strengthening the relationship between work involvement and organizational commitment. Employees tend to have higher expectations for a satisfying job, and when these expectations are met, their commitment to the organization significantly increases.

Descriptive statistics on the variables of work involvement and organizational commitment indicate that respondents tended to agree with all six indicators used. This demonstrates that work involvement is a crucial factor for job satisfaction because it creates an emotional bond between employees and their tasks. When employees feel engaged, they experience meaning and value in their work, which directly increases positive perceptions of the work environment. These feelings foster intrinsic motivation and a sense of belonging, which drive better performance and loyalty to the organization. Thus, work involvement forms a strong psychological foundation for achieving high levels of job satisfaction, which in turn positively impacts employee productivity and retention. Overall, work involvement not only benefits employees personally but also brings significant benefits to the continuity and success of the company.

This research finding aligns with the statement by Yusuf & Metiboba (2018) that employees who are committed to an organization demonstrate a caring and responsible work attitude toward the company and are highly loyal to the organization. This research is also supported by studies by Amah & Ahiauzu (2013), Ahmad (2018), Wibawa & Wardani (2021), Safitri & Aprilyana (2022), Arulsenhilkumar & Punitha (2023), Detriani et al. (2025), and Riyanto (2025), which state that work involvement has a positive effect on organizational commitment.

Job Satisfaction Has a Positive Influence on Organizational Commitment

The results of the descriptive demographic calculations of respondents show a balanced gender composition of employees, with both men and women. This indicates that job satisfaction does not discriminate based solely on gender. This suggests that the influence of job satisfaction

on organizational commitment applies universally within the population, without any need for different treatment or factors based on gender.

Based on the descriptive variables, the indicator with the highest mean value for job satisfaction is coworker support. This indicates that respondents tend to expect coworker support, which is the most significant factor for job satisfaction. The highest mean value for this indicator indicates that respondents highly value and consider positive interpersonal relationships in the workplace important. This indicates that a supportive social environment is a key driver of job satisfaction. Therefore, the existence of a solid and supportive team has been shown to have a greater influence on job satisfaction than other aspects. These findings confirm that social aspects of the work environment play a dominant role in shaping employee satisfaction perceptions.

These results indicate that high job satisfaction has a direct and significant impact on increasing employee organizational commitment. These findings align with those of Irawan & Ie (2022), who stated that satisfied employees tend to be more enthusiastic, resulting in a desire to work hard compared to employees with low levels of satisfaction, who struggle to produce high-quality work. Therefore, the more satisfied employees are, the higher their commitment to contributing to the organization. Employees tend to develop stronger emotional bonds with the organization. This satisfaction fosters a sense of loyalty and a desire to remain part of the company in the long term. Therefore, companies that successfully create satisfying working conditions will find it easier to retain highly committed employees. Overall, these results confirm that job satisfaction is a key predictor of organizational commitment. The relationship between employee job satisfaction and organizational commitment is crucial, as satisfied employees at work will give their best to the organization. These results align with research conducted by Herminingsih (2020), Aziz et al. (2021), Herman et al. (2023), Hidayat et al. (2024), and Zauki et al. (2025), which found that job satisfaction has a positive effect on organizational commitment.

Organizational Culture Influences Organizational Commitment Mediated by Job Satisfaction

Descriptive findings from respondents indicate that the majority of respondents' work positions are healthcare workers. These results indicate that the type of work and work environment are related to organizational culture, job satisfaction, and work commitment. A supportive and caring organizational culture is crucial for healthcare workers. Furthermore, healthcare workers, such as nurses or midwives, have specific characteristics that are highly relevant, requiring long working hours, significant responsibility, and facing stressful situations. This significantly impacts employee job satisfaction.

Based on the descriptive variables of the study, respondents tended to agree with the indicators of organizational culture, job satisfaction, and organizational commitment. The results demonstrate the mediating role of job satisfaction in the relationship between organizational culture and organizational commitment, supported by empirical evidence in the field. A supportive organizational culture will make healthcare workers feel valued, secure, and motivated. This directly increases employee job satisfaction. Employees who are satisfied with their work environment, compensation, and relationships with coworkers/supervisors tend to develop a strong sense of commitment to their jobs. Employees feel more responsible, are motivated to deliver their best performance, and have a desire to continue dedicating themselves to their profession within the organization.

The results of this study align with those of Heriyanti & Zayanti (2021), which showed that job satisfaction plays a mediating role in the influence of organizational culture on organizational commitment. This finding is reinforced by research by Larasati et al. (2025), which found that organizational culture's influence on organizational commitment is mediated by job satisfaction.

Work Involvement Influences Organizational Commitment Mediated by Job Satisfaction

Based on respondent data, the majority of respondents had 11 to 15 years of work experience. This finding indicates that employees are actively engaged in their work as healthcare workers. Employees have a deep understanding of job demands, procedures, and their role within the organization. This engagement provides a strong foundation for building commitment.

The results of this study indicate that respondents tended to agree with the indicators of work involvement, job satisfaction, and organizational commitment. These findings confirm that employees with a high level of engagement strive for job satisfaction. Consequently, employees will receive appropriate salaries and opportunities for promotion. This job satisfaction will foster employee commitment to providing their best to the organization.

The study findings demonstrate the mediating role of job satisfaction in the influence of work involvement on organizational commitment. In other words, high employee satisfaction with their leaders and coworkers will also influence their trust and loyalty to the organization. These results align with research conducted by Ćulibrk et al. (2018), Wibawa & Wardani (2021), Arulsenthilkumar & Punitha (2023), Wati et al. (2024), and Eliza & Mansyur (2025) Ćulibrk et al. (2018), Wibawa & Wardani (2021), Arulsenthilkumar & Punitha (2023), Wati et al. (2024), and Eliza & Mansyur (2025) that work engagement affects organizational commitment mediated by job satisfaction.

CONCLUSION

Based on the data analysis and discussion, it can be concluded that organizational culture has a positive effect on job satisfaction, work involvement has a positive effect on job satisfaction, organizational culture has a significant positive effect on organizational commitment, work involvement has a significant positive effect on organizational commitment, and organizational culture has a significant positive effect on organizational commitment. Finally, this study concludes that job satisfaction plays a mediating role in the influence of organizational culture on organizational commitment, and that work involvement plays a mediating role in the influence of organizational commitment.

The study's results demonstrate the importance of organizational culture and work involvement in enhancing employee commitment. Therefore, leaders and employees at the Demak Regency Health Office, Central Java, Indonesia, need to further enhance the organizational cultural values of professionalism, accountability, enthusiasm, non-discrimination, and integrity. Furthermore, employee commitment to implementing this organizational culture is crucial for facing future health challenges.

A limitation of this study is that it only involved one public organization, thus incapable of providing comprehensive results. Therefore, it is recommended that future studies select respondents from private companies or organizations. Furthermore, future studies should re-examine the influence of competency on performance to provide comparisons with the results of this study.

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