The Influence of Organizational Culture and Work Engagement on Organizational Commitment Mediated by Job Satisfaction among Employees of the Regional Health Office of Demak Regency

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Abstract: This study aims to analyze the influence of Organizational Culture and Work Engagement on Organizational Commitment, mediated by Job Satisfaction. The research employs an associative approach involving 104 respondents who are employees of the Regional Health Office in Demak Regency, Central Java, Indonesia. The population consists of 139 employees, and the sample of 104 was determined using Roscoe's formula (1975). The sampling technique used is purposive sampling, with the criterion that employees must have worked for more than two years. The data were processed using SPSS version 23, and the analysis techniques included respondent and variable descriptions, validity and reliability tests, F-test, R^2 test, and t-test. The findings show that Organizational Culture has a positive influence on Organizational Commitment. Work Engagement also has a positive influence on Organizational Commitment. Additionally, Organizational Culture positively affects Job Satisfaction, and Work Engagement positively influences Job Satisfaction. Furthermore, Job Satisfaction has a positive influence on Organizational Commitment. Job Satisfaction also mediates the relationship between Organizational Culture and Organizational Commitment, as well as the relationship between Work Engagement and Organizational Commitment.

INTRODUCTION

The Regional Health Office of Demak Regency, Central Java, has a vision to realize a healthier and more self-reliant Demak society. However, efforts to improve organizational culture, work engagement, and organizational commitment still face several challenges, as many employees have not fully understood or embraced these aspects. For instance, employees often fail to complete reports on time, occasionally exceeding deadlines. Additionally, employees' performance may not align with their competencies due to reassignment or job rotation that occurs without consulting the employees or regional leaders. This indicates that the organizational culture has not been effectively implemented.

Despite the existence of the "Ten Shame Cultures of Civil Servants"—which include shame for being late, absent from roll calls, absent without reason, frequently requesting leave, working without a plan, leaving work early, often leaving the desk without a clear reason, working irresponsibly, abandoning duties without accountability, and dressing sloppily—these cultural principles are not consistently upheld. Furthermore, community health centers sometimes receive personnel who do not match their actual needs, such as assigning a nurse instead of a supervisor nurse, or a midwife instead of a doctor.

Allen & Meyer (1990) and Khan et al. (2021) argue that organizational commitment is a vital factor in the workplace, significantly influencing human resource performance and determining organizational success. Organizational commitment is a psychological attachment an employee has to their organization, comprising three main dimensions: affective, normative, and continuance. Affective commitment relates to emotional attachment, normative commitment stems from a sense of obligation, and continuance commitment is based on cost-benefit considerations. Organizational commitment is known to impact workplace climate (Berberoglu, 2018), job satisfaction (Ahsan & Khalid, 2025; Jawaad et al., 2019), turnover intention (Ahmad, 2018; Karsh et al., 2005), work engagement (Al-Tit et al., 2022; Lo et al., 2024; Nyabvudzi & Chinyamurindi, 2025), work discipline (Ramli et al., 2024), employee performance (Herman et al., 2023; Lo et al., 2024), and organizational performance (Abdulkareem et al., 2025).

Many studies have examined factors affecting organizational commitment (Sutisna & Tukiran, 2023), with organizational culture being identified as one of the primary determinants (Opolot et al., 2024; Su et al., 2009). According to Tampubolon (2016), organizational culture is a process of integrating human behavior—including thoughts, speech, and actions—through learning. Pramana et al. (2022) further note that organizational culture comprises guidelines and rules to regulate internal business activities within an organization or company.

Research by Nugroho et al. (2024) and Triyanto & Jaenab (2020) found that organizational culture positively affects job satisfaction. However, there is a research gap regarding its effect on organizational commitment. In contrast, Duwika et al. (2023) found that organizational culture had no effect on the commitment of village government employees.

Another significant factor influencing organizational commitment is work engagement. Fu (2015) described it as an employee's job experience that affects self-esteem and performance. Similarly, Robbins & Judge (2017) define work engagement as a psychological trait that enhances performance and supports organizational goals. Studies by Al-refaei et al. (2023), Fajrin Mubarokh (2023), and Sypniewska et al. (2023) have proven that work engagement positively influences job satisfaction. Research by Detriani et al. (2025) and Riyanto (2025) also shows that work engagement positively affects employee commitment.

However, inconsistencies remain. While some studies (Saiful & Aprilyana, 2022; Arulsenthilkumar & N, 2023) suggest work engagement is an antecedent to organizational

commitment, others (Pratiwi et al., 2023; Oktanata et al., 2024) argue that work engagement does not influence commitment. Rohayati et al. (2022) also found no significant effect of work engagement on employee performance. Furthermore, most prior studies were conducted in private sector organizations, lacking insight into government institutions.

A third factor influencing organizational commitment is job satisfaction, which may also act as a mediating variable between organizational culture and work engagement with organizational commitment. Studies by Herman et al. (2023) and Aziz et al. (2021) confirmed that job satisfaction significantly and positively affects commitment. Arulsenthilkumar & N (2023) and Rohayati et al. (2022) identified job satisfaction as a mediator between work engagement and commitment. Khoso & Pathan (2023) also found that job satisfaction partly mediated the relationship between organizational culture and employee commitment in Islamic banking institutions.

Similarly, Larasati et al. (2025) and Hadinata & Hastini (2025) found a significant positive effect of job satisfaction on organizational commitment among civil servants and hospital staff, respectively. Yet, Duwika et al. (2023) reported no such relationship.

METHOD
Organizational Commitment

Allen and Meyer (1990), through their Three-Component Model, define organizational commitment as an attitude that reflects an individual's loyalty to the organization. Samsuddin (2018) defines it as an agreement to carry out certain actions— a promise made to oneself or others, reflected through behavior. Furthermore, Utaminingsih (2014) defines organizational commitment as the relative strength of an individual's identification and involvement as a member of the organization. It is a construct that influences individual behavior in the workplace, making it interesting to study in relation to job satisfaction, work engagement, career development, current commitment, and employee turnover intentions.

Job Satisfaction

Saari & Judge (2004) define job satisfaction as a positive attitude an employee has toward their job, arising from their evaluation of the work situation. Sutrisno (2016) views job satisfaction as a pleasant or unpleasant emotional state related to one's job. Adi et al. (2023) define it as a positive feeling about one's job resulting from an assessment of its characteristics. Furthermore, Judge et al. (2020) and Soon-Ryun & Ji-Hyeon (2019) describe job satisfaction as an emotional state—either pleasant or unpleasant—regarding one's job, reflecting how individuals feel about their work.

Organizational Culture

Organizational culture is essentially the process of integrating human behavior—thoughts, speech, and actions—through learning. According to Tampubolon (2016), organizational culture is the informalization of a set of values and norms functioning as a control mechanism for employees in their interaction with the environment. It represents a system of dominant values embraced by members of the organization, serving as a work philosophy and policy guide (Bamidele, 2022; Ilhami et al., 2024; Robbins & Judge, 2017).

Work Engagement

Fu (2015) defines work engagement as the level of job experience that influences an employee's self-esteem and performance. Saxena (2020) explains that it is related to individual psychology, which plays an important role in self-image. Work engagement is a personal trait that can psychologically enhance performance and support both organizational goals and job performance (Hngoi et al., 2023; Robbins & Judge, 2017). Its benefits in decision-making include encouraging innovation, responsibility, quality, timely goal achievement, and teamwork (Boxall & Winterton, 2015; Pun et al., 2001).

The Influence of Organizational Culture on Job Satisfaction

Gibson et al. (2017) state that organizational culture significantly affects various aspects such as behavior, job interpretation, and collaboration among employees. Alignment between organizational culture and goals can improve productivity, job satisfaction, performance, commitment, and employee retention. Pathan (2023) also emphasizes the importance of organizational culture in influencing individual responses like job satisfaction, organizational commitment, and performance. Several studies (Alasyari et al., 2023; Brazil et al., 2010; Lee et al., 2022; Nugroho et al., 2024; Triyanto & Jaenab, 2020; Tsai, 2011) confirm that organizational culture has a positive impact on job satisfaction.

H1: Organizational culture positively affects job satisfaction.

The Influence of Work Engagement on Job Satisfaction

Judge et al. (2020) suggest that job satisfaction depends on individual characteristics and personal value systems. Ahmad (2018) and Amah & Ahiauzu (2013) argue that work engagement, shaped by individual traits and task nature, promotes teamwork, participation, organizational goal alignment, and progress. Amarachi (2021), Ogu (2024), and Susanto et al. (2023) add that involving employees in decision-making enhances job satisfaction and performance. Prior studies (Al-refaei et al., 2023; Fajrin Mubarokh, 2023; Sypniewska et al., 2023) support the positive relationship between work engagement and job satisfaction.

H2: Work engagement positively affects job satisfaction.

The Influence of Organizational Culture on Organizational Commitment

Mercurio (2015) emphasizes that organizational commitment is crucial for fostering emotional and psychological bonds among members, motivating them to remain with the organization. Kinjerski & Skrypnek (2006) highlight its role in encouraging hard work and organizational development. Lubis & Hanum (2024) note that a strong organizational culture facilitates the development of commitment, enabling collective thinking and action toward organizational goals. Previous research (Hadiwinata et al., 2023; Hidayat et al., 2024) also supports the positive influence of organizational culture on commitment.

H3: Organizational culture positively affects organizational commitment.

The Influence of Work Engagement on Organizational Commitment

Akpa et al. (2021) and Al-refaei et al. (2023) assert that work engagement plays a central role in achieving organizational goals and is a driving force behind organizational success. Vo et al. (2022) mention that highly engaged individuals prioritize their jobs. Yusuf & Metiboba (2018) further explain that committed employees exhibit responsible, loyal behavior and uphold organizational values, rules, and goals. Research by Sugiharjo (2021) and Yusuf & Prakoso (2022) shows that work engagement positively influences organizational commitment.

H4: Work engagement positively affects organizational commitment.

The Influence of Job Satisfaction on Organizational Commitment

Robbins & Judge (2017) note that job satisfaction—a positive attitude toward one's job—affects organizational commitment. Irawan & Ie (2022) state that satisfied employees are more enthusiastic and driven, while those with low satisfaction struggle with productivity. Thus, higher job satisfaction leads to stronger commitment. Supporting studies by Herminingsih (2020), Hidayat et al. (2024), and Zauki et al. (2025) confirm a positive relationship between job satisfaction and organizational commitment.

H5: Job satisfaction positively affects organizational commitment.

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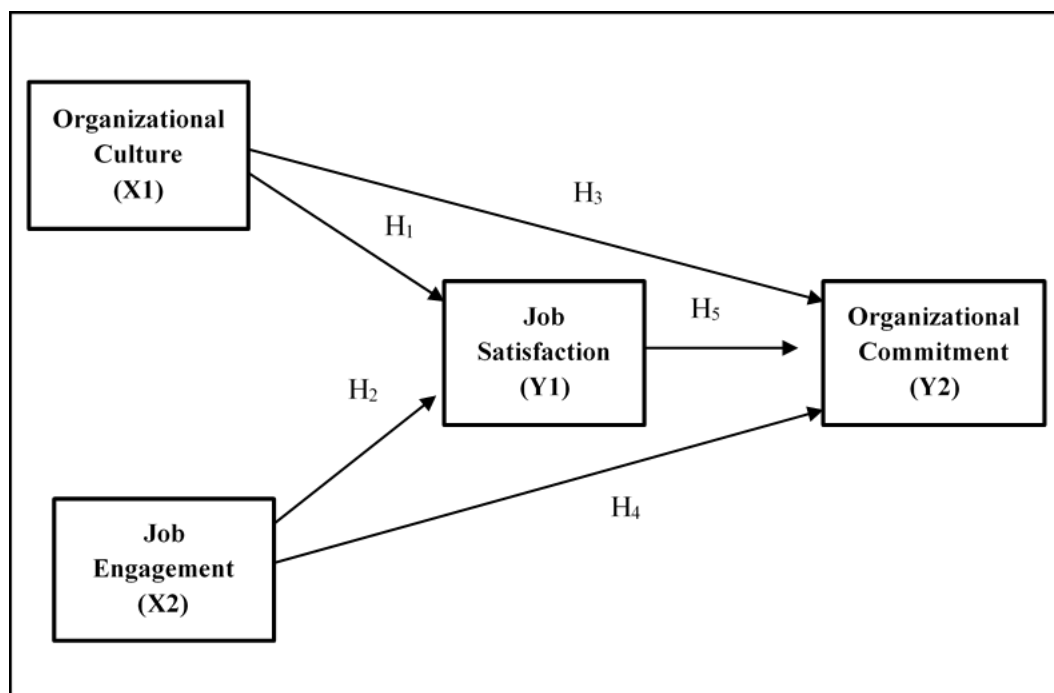

Figure 1. Conceptual Framework of the Research

METHOD

Research Type and Data Sources

This study employed an associative survey approach using quantitative data (Sugiyono, 2019). Primary data were collected through questionnaires distributed to employees of the Demak District Health Office, totaling 139 individuals. The sample size was calculated using the Slovin formula:

$n = N / (1 + Ne^2)$
$n = 139 / (1 + 139 \times 0.05^2) = 103.15$, rounded to 104 respondents.

Sampling was conducted using purposive sampling, with the criterion of employees having worked for at least two years.

Data Collection and Data Type

The measurement scales used in this study were adapted from expert opinions and prior research to ensure validity and reliability.

Organizational culture was assessed using five dimensions: self-awareness, aggressiveness, personality, performance, and team orientation (Edison et al., 2017; Hadiwinata et al., 2023; Hidayat et al., 2024; Zauki et al., 2025).

Work engagement was measured by indicators such as active participation, centrality of work, and the importance of work (Abane et al., 2022; Dengo et al., 2023; Irawan & Ie, 2022; Robbins & Judge, 2017).

Job satisfaction, as a reflection of employees' attitudes toward enjoyable or unpleasant aspects of their jobs, was measured using five indicators: the job itself, salary, promotion opportunities, leadership, and co-workers (Irawan & Ie, 2022; Judge et al., 2020; Zauki et al., 2025).

Organizational commitment, used as a mediating variable, was measured through three dimensions: affective, continuance, and normative commitment (Busro, 2018; Hadiwinata et al., 2023; Triyanto & Jaenab, 2020). All variables were measured using a 5-point Likert scale ranging from Strongly Disagree (1) to Strongly Agree (5).

Data Analysis

According to Ghozali (2023), multiple regression analysis was employed in this study to determine the influence of independent variables on the dependent variable. It was used to examine the impact of organizational culture and work engagement on job satisfaction, as well as to assess the extent to which organizational culture, work engagement, and job satisfaction contribute to changes in organizational commitment.

Model fit was evaluated using the coefficient of determination (R^2), indicating how well the regression model explains the observed data. An F-test was conducted to assess the overall significance of the regression model, while t-tests were used to evaluate hypotheses H1 through H5. The mediating role of job satisfaction was examined using path analysis (Ghozali, 2023).

RESULTS AND DISCUSSION

Respondent Profile

This study was conducted over a two-month period in 2025, involving employees of the Demak District Health Office in Central Java, Indonesia. A total of 104 questionnaires were distributed and all were returned, resulting in a 100% response rate. The majority of respondents were between 41–50 years old (41.3%), male (51%), and held a bachelor's degree (40.4%). Most participants had 11–15 years of work experience (41.3%), were civil servants in rank III (54.8%), and served in operational positions (51.9%). These findings indicate that the respondents had sufficient work experience, which forms a solid basis for organizational commitment.

Validity and Reliability Testing

Table 1. Validity Test Results

Variable	KMO	Indicator	Loading Factor	Information
Organizational culture	0,848	X2.1	0,880	Valid
		X2.2	0,803	Valid
		X2.3	0,817	Valid
		X2.4	0,858	Valid
		X2.5	0,548	Valid
		X2.6	0,680	Valid
		X2.7	0,675	Valid
		X2.8	0,544	Valid
		X2.9	0,815	Valid
		X2.10	0,543	Valid
		X2.11	0,854	Valid
		X2.12	0,647	Valid
		X2.13	0,514	Valid
Job Engagement	0,833	X1.1	0,832	Valid
		X1.2	0,728	Valid
		X1.3	0,908	Valid
		X1.4	0,842	Valid
		X1.5	0,826	Valid
		X1.6	0,898	Valid
Job satisfaction	0,855	Y2.1	0,852	Valid
		Y2.2	0,863	Valid
		Y2.3	0,890	Valid
		Y2.4	0,838	Valid
		Y2.5	0,838	Valid
		Y2.6	0,872	Valid
		Y2.7	0,736	Valid
		Y2.8	0,603	Valid
Organizational Commitment	0,792	Y1.1	0,801	Valid
		Y1.2	0,851	Valid
		Y1.3	0,870	Valid
		Y1.4	0,848	Valid
		Y1.5	0,772	Valid
		Y1.6	0,854	Valid
		Y1.7	0,602	Valid

Note: KMO = Kaiser Mayer Olkin; Source: Data processed in 2025

Table 1. shows the minimum KMO value for organizational culture of 0.848, work engagement of 0.833, job satisfaction of 0.855, and organizational commitment of 0.792. All KMO values are greater than 0.5, indicating that the sample size meets the minimum requirements. Based on Table 2, the results of the validity test show that all factor loading values are above 0.4, so all indicators are declared valid.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha
Organizational Culture	0.914
Job Engagement	0.917
Job Satisfaction	0.924
Organizational Commitment	0.906

Source: Data processed in 2025.

Based on Table 2, the reliability test results for each variable used in this study show that the Cronbach's alpha value is above 0.7. Since the Cronbach's alpha value is above 0.7, it can be concluded that all the instruments used produced reliable data.

Hypothesis Testing

Table 3. Results of Multiple Regression Analysis

Model	Variable Independent	Adjusted R ^{2}	Anova		Standardized Coefficients		Information
			F	Sig	Beta	Sig	
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
	Job Engagement				0,337	0.000	Hypothesis 2 is accepted
Model II: The Influence of Organizational Culture, Job Involvement and Job Satisfaction on Organizational Commitment	Organizational Culture	0,625	58.316	0.000	0.423	0.000	Hypothesis 3 is accepted
	Job Engagement				0,159	0,039	Hypothesis 4 is accepted
	Job Satisfaction				0,383	0.000	Hypothesis 5 is accepted

Source: Data Processed in 2025

Based on Table 3, the regression coefficient for the effect of organizational culture on job satisfaction is β = 0.547 with a p-value of 0.000 (< 0.05), indicating that Hypothesis 1 is accepted. Hypothesis 2 is also accepted, as work engagement has a positive effect on job satisfaction with β = 0.337 and p = 0.000. Organizational culture positively affects organizational commitment (β = 0.423, p = 0.000), confirming Hypothesis 3. Similarly, Hypothesis 4 is supported with β = 0.159 and p = 0.000, showing a significant positive effect of work engagement on organizational commitment. Hypothesis 5 is accepted as job satisfaction positively influences organizational commitment (β = 0.383, p = 0.000).

The adjusted R-squared values of 0.547 and 0.625 indicate that organizational culture, work engagement, and job satisfaction explain 62.5% of the variance in organizational commitment at the Demak District Health Office. The remaining 37.5% is explained by other variables not included in the model. The F-values of 64.143 and 58.143 with p = 0.000 confirm that all independent variables jointly influence organizational commitment, validating the research

model.

Path Analysis Testing

Path analysis was conducted to examine the mediating role of job satisfaction between the independent variables and organizational commitment, using the Baron & Kenny (1986) method and the Sobel test (Sobel, 1982). Based on the online Sobel test results illustrated in Figure 2, the first analysis showed a t-statistic of 3.519 with a p-value of 0.000 (< 0.05), indicating a significant indirect effect of organizational culture on organizational commitment through job satisfaction. The second result confirmed a significant indirect effect of work engagement on organizational commitment via job satisfaction, with a t-statistic of 3.741 and a p-value of 0.000. Figure 2 presents the path model description.
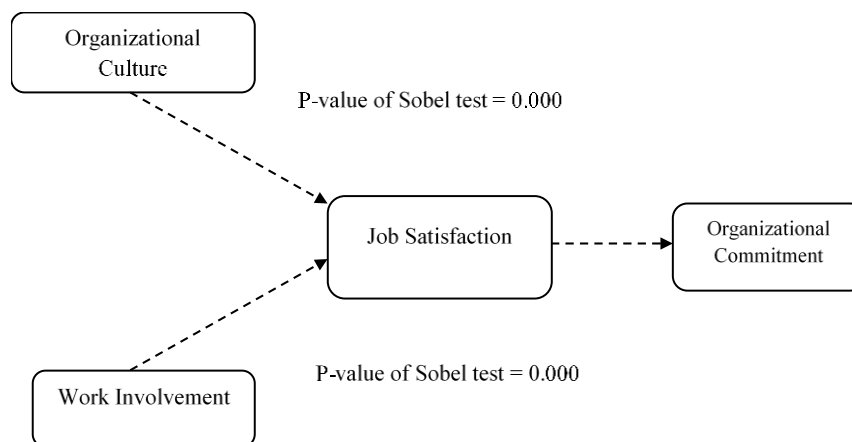

Figure 2. Path Analysis

Discussions

The first study found that organizational culture has a positive and significant effect on job satisfaction. This finding aligns with the statements of several experts who assert that organizational culture is a shared value system within an organization that determines the level of job satisfaction in achieving commitment to organizational goals (Arulsenthilkumar & N, 2023; Bamidele, 2022; Robbins & Judge, 2017). This result is also consistent with previous research showing that organizational culture has a positive and significant influence on organizational commitment (Alasyari et al., 2023; Brazil et al., 2010; Lee et al., 2022; Nugroho et al., 2024; Triyanto & Jaenab, 2020; Tsai, 2011).

The second study explains that work engagement has a positive and significant effect on job satisfaction. This finding supports the assertions of Boxall & Winterton (2015) and Saxena (2020), who stated that work engagement, as a system of shared values within an organization, determines the level of employee satisfaction in achieving organizational goals. These shared values, embraced in employee engagement, drive employees in pursuing a career within a company or organization (Fu, 2015; Ahmad, 2018; Amah & Ahiauzu, 2013). This finding is also consistent with previous studies that confirmed work engagement positively and significantly affects job satisfaction (Al-refaei et al., 2023; Fajrin Mubarokh, 2023; Sypniewska et al., 2023).

The third study shows that organizational culture has a positive and significant influence on organizational commitment. This finding supports the assertion by Tampubolon (2016) that organizational culture is a shared value system within an organization that determines the level of employee commitment in achieving organizational goals. It further reinforces the idea that organizational culture serves as a dominant value system held by members of the organization,

functioning as a work philosophy for employees and as a guide for policy (Bamidele, 2022; Ilhami et al., 2024; Robbins & Judge, 2017). This study's findings align with previous research indicating that organizational culture positively and significantly influences organizational commitment (Hadiwinata et al., 2023; Hidayat et al., 2024).

The fifth result shows that work engagement positively and significantly affects organizational commitment. This finding supports the assertion that organizational culture is a system of shared values in an organization that determines the level of employee commitment to achieving organizational goals. Employees who are committed to their organization demonstrate attentive and responsible work attitudes, significantly contributing to organizational loyalty (Yusuf & Metiboba, 2018). These findings are consistent with prior studies that found work engagement positively impacts organizational commitment (BinBakr & Ahmed, 2019; Edralin, 2008; Hadiwinata et al., 2023; Sugiharjo, 2021; Widodo et al., 2023; M. Yusuf & Prakoso, 2022; N. Yusuf & Metiboba, 2018).

The final result of this research shows a positive influence and confirms the mediating role of job satisfaction on organizational commitment. According to Aldabbas et al. (2025), Allen & Meyer (1990), Opolot et al. (2024), and Su et al. (2009), affective and normative commitment correlate positively with the dimensions of organizational commitment and are significantly influenced by the psychological condition of employees. Employees with higher job satisfaction tend to consistently work hard, be responsible and loyal to the organization's progress, and strive to make meaningful contributions to achieving the organization's goals (Aziz et al., 2021; Dengo et al., 2023; Herman et al., 2023; Nurlinda & Hidayat, 2024; Saari & Judge, 2004). This research is also in line with previous studies showing that organizational commitment positively and significantly affects employee performance (Herminingsih, 2020; Hidayat et al., 2024; Irawan & Ie, 2022; Zauki et al., 2025).

CONCLUSION

This study aims to empirically examine the influence of organizational culture and work engagement on organizational commitment, mediated by job satisfaction. The findings indicate that both organizational culture and work engagement have a positive effect on job satisfaction, and also significantly enhance organizational commitment. Moreover, job satisfaction plays a positive and mediating role in strengthening organizational commitment.

The results highlight the importance of fostering organizational culture and employee engagement to improve commitment among staff. Therefore, leaders and employees at the Demak District Health Office, Central Java, Indonesia, are encouraged to strengthen key organizational values such as professionalism, accountability, enthusiasm, non-discrimination, and integrity. Commitment to these values is crucial for addressing future public health challenges.

The limitation of this study is its focus on a single public institution, limiting generalizability. Future research should involve private sector organizations and re-examine the impact of competence on performance to provide broader comparative insights.

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