

The Effect of Organizational Culture, Work Motivation, and Work Environment on Employee Commitment of KSP Dharma Prima Kita Yogyakarta

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Abstract

This study aims to examine whether there is an influence of organizational culture, work motivation, and work environment on employee commitment. The research method used is quantitative, with data sources in the form of primary data. The population in this study was all employees at KSP CU Dharma Prime Kita Yogyakarta, The number of samples in this study was 73 respondents with the sampling technique used purposive sampling method. The results provide empirical evidence that the organizational culture, work motivation, and work environment have a positive and significant effect on employee commitment. The study concluded that organizational culture, work motivation, and work environment are determinant factors in increasing employee commitment.

Keywords: Organizational Culture; Work Motivation; Work Environment and Employee Commitment.

INTRODUCTION

The crucial role of human resources (HR) as a key asset in an organization is crucial for its success. Optimal HR performance is not only influenced by capital and technology but also heavily dependent on organizational culture, work motivation, and a supportive work environment (Hanafi & Rifani, 2022). These issues can impact the performance and competitiveness of cooperatives (Zaky, 2021).

Organizational culture is a set of values, norms, and habits that have been established over time and are applied in daily work activities. This culture serves as a guideline for the behavior of organizational members in resolving external and internal problems (Hanafi & Rifani, 2022). A strong organizational culture can improve employee performance by encouraging all members to progress together and align themselves with organizational goals. Organizational culture is an important foundation in building harmonious working relationships and creating a conducive working atmosphere for all employees (Rijanto & Mukaram, 2018).

Motivation is the driving force that creates a passion for work, encouraging them to cooperate, work effectively, and integrate all their efforts to achieve satisfaction. Work motivation is the drive or strength within an individual that drives them to work hard to achieve specific goals (Basyid, 2024). Motivation can originate from within the employee or from external sources, such as rewards or benefits provided by the organization (Rizal et al., 2022). High work motivation will make employees more active, disciplined, and enthusiastic in carrying out their duties. Research shows that work motivation has a significant influence on improving employee performance and commitment, as motivated employees strive to deliver the best work results for the organization (Adinda et al., 2023).

The work environment encompasses the physical and psychological conditions in the workplace, which can affect employee comfort and productivity (Ahmad et al., 2022). A good work environment is characterized by a safe, comfortable atmosphere and harmonious relationships between coworkers and management. A supportive work environment will

increase employee motivation and loyalty, so they feel at home and committed to making their best contribution to the organization (Armansyah, 2021).

Employee commitment is the level of employee attachment and loyalty to the organization, reflected in the desire to remain part of the organization and contribute maximally to achieving shared goals. This commitment encompasses affective (emotional), normative (moral), and ongoing (rational) commitment. High levels of commitment will motivate employees to perform better, increase productivity, and strengthen the organization's competitiveness (Maranata et al., 2023). Therefore, this study was conducted to analyze the influence of organizational culture, work motivation, and the work environment on employee commitment. The result contributes to the hope of providing solutions to improve employee performance and loyalty.

LITERATURE REVIEW

Employee Commitment

Employee commitment is the psychological attachment an employee has to an organization, where the employee feels loyal to the organization and desires to maintain their membership in the organization and support its goals (Hanafi & Rifani, 2022). Organizations require qualified employees with a strong level of commitment to survive and compete in an increasingly competitive business world (Fadhilah & Adiwati, 2022). High commitment reflects a strong belief in and acceptance of the company's goals and values. It also demonstrates an employee's willingness to exert maximum effort for the benefit of the company and a strong desire to remain a part of the company (Haikal & Pamungkas, 2024). Foranda (2020) identifies three indicators of employee commitment: affective commitment, continuance commitment, and normative commitment.

Organizational Culture

Organizational culture is a set of basic assumptions formed, discovered, or developed by a group as it adapts to external challenges and internal integration needs. These assumptions have proven effective and valuable, and are then taught to new members as a guide for understanding, thinking, and feeling concerning the various problems facing the organization (Intan et al., 2018). Organizational culture is a collection of beliefs, values, and learned ways of interacting and adapting within the organizational environment. These cultural values and practices tend to be reflected in the behavior of organizational members (Rijanto & Mukaram, 2018). Organizational culture is a pattern of beliefs and values expressed in the form of norms or guidelines for organizational members in behaving and solving organizational problems. Organizational culture has indicators as characteristics of organizational culture as proposed by Kurniawan et al. (2024) including tolerance for risky behavior, direction, integration, management support, control, identity, reward systems, tolerance for conflict, and communication patterns.

Work Motivation

Motivation is the drive that causes a person to undertake an effort or behave in a certain way as an expression of a need. Motivation is the drive that arises within a person to carry out a task with high enthusiasm to achieve an organizational goal (Adinda et al., 2023). Work motivation is the drive that drives employees to work productively to achieve predetermined goals. This motivation is crucial for increasing work effectiveness, as highly motivated individuals will strive to achieve their best possible results (Goni et al., 2021). The indicators used to measure work motivation (Adinda et al., 2023) are recognition, social relationships, life needs, and work success.

Work Environment

The work environment encompasses all factors that can influence an organization's performance (Ahmad et al., 2022). The work environment encompasses all equipment, materials, the surrounding conditions in which a person works, work methods, and the organization of tasks performed, all of which are important factors in influencing employee performance (Armansyah, 2021). Work environment indicators define by Armansyah (2021) including work atmosphere, relationships between coworkers, and the availability of work facilities.

Organizational Culture and Employee Commitment

A thriving culture can stimulate an organization to achieve greater development (Hanafi & Rifani, 2022). Organizations with a positive culture embedded within their employees will serve as a guide for employees in carrying out their daily tasks, and this will spur increased employee commitment to the organization where they work. A positive organizational culture fosters a spirit that serves as an important foundation for building morale for all members of the organization. A strong organizational culture impacts employee behavior, directly reducing turnover rates, fostering a sense of teamwork, loyalty, and maximizing employee commitment to the company (Rijanto & Mukaram, 2018). This is supported a studies conducted by Hanafi & Rifani (2022), Rijanto & Mukaram (2018), and Zaky (202), which show a positive relationship between a strong organizational culture and employee performance, reflected in increased organizational commitment and job satisfaction. Companies that implement an innovative and supportive organizational culture will positively impact their employees' organizational commitment. Thus, the hypothesis proposed by the researcher is:

H1: Organizational culture has a positive effect on employee commitment.

Work Motivation and Employee Commitment

Motivation comes from the Latin word *movere*, meaning an impulse, driving force, or force that causes an action or deed. In English, the word *movere* is often equated with motivation, meaning the provision of a motive, the emergence of a motive, or something that gives rise to an impulse or a state that gives rise to an impulse (Basyid, 2024). Work motivation is a driving force that can include an impulse, reason, and desire that arises within an employee, causing them to act. For example, an employee who receives a salary and rewards commensurate with their educational qualifications will increase their work commitment (Goni et al., 2021). This is also supported a research findings by Adinda et al. (2023), Basyid (2024), Goni et al. (2021), and Rizal et al. (2022), which show that employee work motivation has a positive and significant influence on employee commitment. This means that the higher an employee's work motivation, the higher their commitment. Thus, the hypothesis proposed by the researcher is:

H2: Work motivation has a positive and significant effect on employee commitment.

Work Environment and Employee Commitment

The work environment is any element or factor that can directly or indirectly influence an organization or company, positively or negatively impacting employee performance and job satisfaction. The work environment encompasses the social, physical, and psychological life within an institution, which can influence employee performance (Muzayyanah et al., 2024). This aligns with research findings (Ahmad et al., 2022; Armansyah, 2021; Muzayyanah et al., 2024), which found that the work environment is considered to have a positive and significant influence on employee commitment. The better and more comfortable the work environment, the higher the employee's commitment. This means that a better work

environment leads to a higher employee organizational commitment. Therefore, the researcher's hypothesis is:

H3: The work environment has a positive and significant influence on employee commitment.

RESEARCH METHOD

The research method used in this study is a quantitative approach with a survey method. Primary data were collected by distributing questionnaires to all employees of KSP CU Dharma Prima Kita Yogyakarta as a research sample using a saturated sampling technique. This research was conducted in 2025, with data obtained in the form of primary data from questionnaires, and secondary data from relevant documents and archives. The research instrument in the form of a questionnaire was compiled based on indicators of organizational culture variables, work motivation, work environment, and employee commitment. Data collected from 73 respondents were analyzed using descriptive and inferential statistical analysis. Multiple linear regression was used to determine the effect of organizational culture, work motivation, and work environment on employee commitment, both partially and simultaneously. The hypothesis was tested with SPSS statistical software.

RESULT AND DISCUSSION

Result

The first hypothesis testing was conducted to determine the Influence of organizational culture on employee commitment. The results of this study in [Table 1](#) indicate that organizational culture has a positive effect on employee commitment at KSP CU Dharma Kita Yogyakarta. This is proven by the calculated t-value of 2.382 and the significance value for the organizational culture variable of 0.020, where the number is significant because (p-value < 0.05). So H1 accepted, there is a significant positive influence of organizational culture on employee commitment.

The second hypothesis test was conducted to determine the effect of work motivation on employee commitment. The results of this study indicate that work motivation has a positive effect on employee commitment. This is proven by the calculated t-value of 2.409, and the significance value for the work motivation of 0.019, where this figure is significant because (p-value < 0.05). Therefore, H2 accepted, and it can be said that there is a significant positive effect of work motivation on employee commitment.

The third hypothesis test was conducted to determine the effect of work motivation on employee commitment. The finding indicate that work motivation has a positive effect on employee commitment at KSP CU Dharma Prima Kita Yogyakarta. This is proven by the calculated t-value of 3.223 and the significance value for the work environment of 0.002, where this number is significant because (p-value < 0.05). Based on these, H3 accepted and there is a significant positive effect of the work environment on employee commitment.

Table 1. Results of Hypothesis Testing

Variables	Prediction	Coefficient	Sig.
Constant		1.997	0.377
Organizational culture	+	2.382	0.020
Work motivation	+	2.409	0.019
Work environment	+	3.223	0.002
F-Statistic		23.170	0.000
Adj.R-Square		0.502	
Description: Significance: for alpha 5%*			

Source: SPSS 25 Output Processing Data, 2025.

Discussion

The first findings demonstrate the influence of work motivation on employee commitment, aligning with research conducted by Hanafi & Rifani (2022), Rijanto & Mukaram (2018), and Zaky (2021, which analyzed the influence of organizational culture on employee work commitment, leading to improved performance. Good human resources can also be fostered through a positive organizational culture, which in turn will positively impact the organization, such as increased discipline, work motivation, employee goodwill in upholding the organization's reputation, and other factors.

The research results indicate that work motivation has a positive effect on employee commitment at KSP CU Dharma Prima Kita Yogyakarta, which is acceptable. These findings are supported by research by Adinda et al. (2023) and Rizal et al. (2022, which states that work motivation is a driving force that can encompass the drive, reason, and will that arise within an employee, leading them to act. For example, an employee who receives a salary and rewards commensurate with their educational qualifications will increase their work commitment.

Based on the third result, the work environment has a positive effect on employee commitment at KSP CU Dharma Prima Kita Yogyakarta. This is supported by research by Ahmad et al. (2022) and Muzayyanah et al. (2024, which states that the work environment also positively influences employee commitment. This means that a better work environment leads to better employee organizational commitment.

CONCLUSION

Based on the results of the analysis and test data that have been described in the previous chapter, it can be concluded that organizational culture, work motivation, and work environment have a positive and significant effect on employee commitment at KSP CU Dharma Prima Kita Yogyakarta. Based on the conclusions that have been put forward, the suggestions put forward for further researchers are to develop this research with variables and indicators that have not been covered in this research such as leadership style, employee competence, employee commitment, organizational culture, work motivation, and work environment.

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