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## The Influence of Organizational Culture and Work Involvement on Organizational Commitment in the Pamofit Korsabhara Baharkam Detacle, Republic of Indonesia Police Headquarters

M Rafli Yahya<sup>1</sup>, Yuni Pratikno<sup>2</sup>, Jamal Hanaffy<sup>3</sup>.

<sup>1</sup>Management and Business Study Program, Mitra Bangsa University, Jakarta, rafliyahya04@gmail.com.

<sup>2</sup>Management and Business Study Program, Mitra Bangsa University, Jakarta, yuni.pratikno@gmail.com.

<sup>3</sup>Management and Business Study Program, Mitra Bangsa University, Jakarta, jamalhanaffy@umiba.ac.id.

Corresponding Author: rafliyahya04@gmail.com<sup>1</sup>

**Abstract:** Organizational commitment is a fundamental aspect in maintaining loyalty, engagement, and stability of personnel performance, especially in the Detachment of Pamofit Korsabhara Baharkam Headquarters of the Indonesian National Police which has high operational and discipline demands. Strong organizational commitment is influenced by various internal factors, including organizational culture and personnel work engagement. This study aims to analyze the influence of organizational culture and work engagement on organizational commitment, both partially and simultaneously. This study uses a quantitative approach with a survey method. Data were collected by distributing questionnaires to 123 personnel of the Detachment of Pamofit Korsabhara Baharkam Headquarters of the Indonesian National Police as research respondents. The data analysis technique used is multiple linear regression analysis with the help of the SPSS version 29 program. The results of the study indicate that partially organizational culture has a positive and significant effect on organizational commitment, with a t-value of 3.350 and a significance level of 0.001. In addition, work engagement also has a positive and significant effect on organizational commitment, with a t-value of 5.033 and a significance level <0.001. Simultaneously, organizational culture and work engagement have a significant effect on organizational commitment, as indicated by the F-count value of 22.380 with a significance of <0.001. The coefficient of determination (R Square) of 0.272 indicates that the two independent variables are able to explain 27.2% of the variation in organizational commitment, while the remaining 72.8% is influenced by other factors outside the research model. This finding confirms that strengthening a conducive organizational culture and increasing personnel work engagement on an ongoing basis are strategic factors in building and maintaining organizational commitment within the Detachment Pamofit Korsabhara Baharkam Mabes Polri environment.

**Keyword:** Organizational Culture, Work Involvement, Organizational Commitment, Korsabhara Baharkam, Headquarters of the Republic of Indonesia Police.

## INTRODUCTION

The police force is a strategic state institution with a primary role in maintaining security, order, and law enforcement within the community. The success of police performance is determined not only by the number of personnel or the availability of facilities and infrastructure, but also by the quality of its human resources (Robbins & Judge, 2017). In this context, effective human resource management is a key factor in ensuring that each member is capable of carrying out their duties professionally, with integrity, and responsibly. One important aspect of human resource management is organizational culture, as culture plays a role in shaping the behavior patterns, attitudes, and values held by members of the organization (Schein, 2017).

A strong organizational culture can create a conducive work environment, increase motivation, and strengthen member loyalty to the institution (Deal & Kennedy, 2016). In police organizations, organizational culture serves as a behavioral guideline that reflects the values of discipline, integrity, professionalism, and courage in carrying out duties. A good understanding and internalization of organizational culture will encourage members to act in accordance with applicable ethical standards and operational procedures (Denison, 2015). Therefore, organizational culture is seen as an important foundation in building organizational commitment among Sabhara Corps members, especially in facing the demands of complex and high-risk operational tasks.

In addition to organizational culture, work engagement is also a crucial factor in improving the effectiveness of police organizations. Work engagement reflects the extent to which individuals are emotionally, cognitively, and physically engaged in their work (Schaufeli et al., 2002). Members with high levels of work engagement tend to demonstrate dedication, enthusiasm, and positive energy in carrying out their duties, even willing to contribute beyond formal obligations (Bakker & Albrecht, 2018). In the context of the Sabhara Corps, work engagement is crucial given the characteristics of the task, which demands high levels of preparedness, mental resilience, and the ability to make quick decisions in the field.

Organizational commitment is a key indicator of successful human resource management within an institution, including the police force. Organizational commitment reflects loyalty, emotional attachment, and the willingness of members to remain part of the organization and fully support its goals (Meyer & Allen, 1997). A high level of commitment will encourage Sabhara Corps members to carry out their duties consistently, disciplined, and professionally, while low levels of commitment can potentially lead to problems such as indiscipline, declining performance, and weak integrity (Luthans, 2018). Therefore, understanding the factors influencing organizational commitment is crucial for the sustainability and credibility of police institutions.

Empirically, the phenomenon in the Sabhara Corps shows that although organizational cultural values such as discipline, loyalty, and professionalism have been formally established, the level of internalization of these values is not yet fully evenly distributed among members. Differences in levels of work engagement are also still evident, with some members demonstrating high dedication and initiative, while others carry out tasks normatively within the boundaries of formal responsibilities. This condition has implications for the varying levels of organizational commitment demonstrated by Sabhara Corps members (Mathis & Jackson, 2019). This phenomenon demonstrates the need for scientific studies to analyze the role of organizational culture and work engagement in strengthening organizational commitment on an ongoing basis.

In addition to internal organizational factors, external demands from the public also increase the complexity of the Sabhara Corps' duties. The public demands fast, professional, fair, and responsive police services in various security and order situations. Members with a

strong understanding of organizational culture and high work engagement are better able to optimally respond to these demands (Armstrong, 2020). Therefore, this study chose the title "The Influence of Organizational Culture and Work Engagement on Organizational Commitment of Sabhara Corps Members" to empirically analyze the relationship between these variables and provide strategic recommendations for improving member loyalty, dedication, and performance quality in a real-life operational context.

### **Organizational culture**

Organizational culture is a system of values, beliefs, norms, and basic assumptions shared by members of an organization and serves as a guideline for behavior and decision-making (Schein, 2017). Robbins and Judge (2017) explain that organizational culture serves to differentiate one organization from another and shapes the collective identity of members. Deal and Kennedy (2016) state that a strong organizational culture can create social stability and increase the consistency of member behavior. Hofstede (2011) adds that organizational culture reflects patterns of thinking and acting that are learned and inherited in the work environment. Denison (2015) emphasizes that organizational culture has a direct influence on organizational effectiveness through the values of involvement, consistency, adaptability, and organizational mission.

In the context of public organizations and the police, organizational culture plays a strategic role in shaping professional behavior, discipline, and personnel integrity. Luthans (2018) states that organizational culture functions as an informal control mechanism that directs members' attitudes and actions. Mangkunegara (2017) emphasizes that an organizational culture aligned with institutional values can increase member loyalty and a sense of belonging. Armstrong (2020) suggests that cultural values such as responsibility, honesty, and work commitment significantly determine the quality of public services. Furthermore, Cameron and Quinn (2011) explain that organizational culture types, such as clan, hierarchy, market, and adhocracy, influence how members interact and complete tasks. A strong organizational culture within the Detachment Pamofit KORSABHARA Baharkam Polri serves as a primary foundation for maintaining personnel readiness and professionalism.

Organizational culture also plays a crucial role in shaping members' psychological attitudes toward the organization, including organizational commitment. Meyer and Allen (1997) state that organizational values and norms understood and accepted by members strengthen emotional attachment to the institution. Mathis and Jackson (2019) explain that a fair and consistent organizational culture can increase employee trust and loyalty. Yukl (2013) adds that a culture that supports participation and rewards encourages extra-role behavior. Kreitner and Kinicki (2014) emphasize that the fit between individual values and organizational culture (person-organization fit) significantly influences the level of organizational commitment. Thus, organizational culture is a crucial variable influencing the organizational commitment of Detachment Pamofit personnel.

### **Job Engagement**

Work engagement is a positive psychological state characterized by vigor, dedication, and absorption in work (Schaufeli et al., 2002). Bakker and Demerouti (2017) explain that work engagement reflects the extent to which individuals devote physical, emotional, and cognitive energy to carrying out their tasks. Kahn (1990) states that work engagement arises when individuals feel psychologically safe, meaningful, and have available resources in their work. Saks (2006) adds that work engagement involves a reciprocal relationship between the individual and the organization. Robbins and Judge (2017) emphasize that work engagement is a crucial factor in improving job performance and satisfaction.

In police organizations, job engagement plays a crucial role, given the nature of tasks that demand physical readiness, mental resilience, and high levels of dedication. Luthans (2018)

stated that personnel with high levels of job engagement tend to demonstrate greater initiative, stress resilience, and loyalty. Bakker and Albrecht (2018) explained that job engagement encourages proactive behavior and moral responsibility towards duty. Mangkunegara (2017) emphasized that job engagement is closely related to intrinsic motivation and pride in the profession. Armstrong (2020) stated that job engagement improves service quality and operational effectiveness. This is relevant for the Pamofit Detachment, which plays a strategic role in operational security and escort.

Job engagement is also closely related to organizational commitment. Meyer et al. (2002) stated that individuals who are fully engaged in their work tend to have a stronger emotional attachment to the organization. Saks (2006) found that job engagement positively influences affective and normative commitment. Schaufeli and Bakker (2010) explained that job engagement increases the sense of belonging and willingness to maintain membership in the organization. Mathis and Jackson (2019) emphasized that high job engagement can reduce absenteeism and turnover. Thus, job engagement is an important psychological factor contributing to strengthening the organizational commitment of personnel of the Detachment Pamofit KORSABHARA Baharkam Polri.

### **Organizational Commitment**

Organizational commitment is a psychological state that reflects an individual's attachment to an organization and their desire to remain a member (Meyer & Allen, 1997). Robbins and Judge (2017) explain that organizational commitment indicates the extent to which an individual identifies with the organization's goals and is actively involved in achieving them. Luthans (2018) states that organizational commitment is a work attitude that plays a crucial role in determining the stability and sustainability of an organization. Kreitner and Kinicki (2014) define organizational commitment as the degree to which an individual is willing to maintain membership and contribute maximally. Mathis and Jackson (2019) emphasize that organizational commitment is directly related to employee loyalty and performance.

Meyer and Allen (1997) classified organizational commitment into three dimensions: affective commitment, continuance commitment, and normative commitment. Affective commitment relates to an individual's emotional attachment to the organization. Continuance commitment relates to considering the costs and benefits of leaving the organization. Meanwhile, normative commitment reflects a sense of moral obligation to remain with the organization. Allen and Meyer (1996) stated that these three dimensions complement each other in shaping employee loyalty. Gibson et al. (2012) added that a high level of commitment will encourage positive work behavior oriented toward organizational goals.

In the context of the Indonesian National Police's Detachment for the KORSABHARA Security and Public Order Agency (Baharkam Polri), organizational commitment is a vital element in ensuring the professionalism and preparedness of personnel. Yukl (2013) stated that strong organizational commitment increases compliance with operational rules and standards. Armstrong (2020) explained that employees with high commitment tend to demonstrate dedication, discipline, and integrity. Mangkunegara (2017) emphasized that organizational commitment contributes to organizational stability and effective task execution. Robbins and Coulter (2018) added that organizational commitment strengthens public trust in the institution. Therefore, organizational commitment is a dependent variable that is strongly influenced by organizational culture and work engagement in this study.

## **METHOD**

### **Types of research**

This study uses a quantitative approach with a causal associative research method, namely research that aims to determine the relationship and influence between two independent variables on one dependent variable systematically and measurably (Sugiyono, 2019). The

quantitative approach was chosen because this study emphasizes hypothesis testing through numerical variable measurements and statistical analysis (Creswell, 2018). Causal associative research is used to explain the influence of organizational culture and work engagement on personnel organizational commitment (Sekaran & Bougie, 2017). The data obtained are analyzed objectively to determine the magnitude of the influence of each variable and their simultaneous influence (Neuman, 2014). With this approach, the results of the study are expected to provide an accurate empirical picture of the relationship between variables in the context of police organizations.

### **Population and Sample**

The population in this study was all personnel of the Detachment Pamofit KORSABHARA Baharkam Headquarters of the Republic of Indonesia Police, totaling 400 people (N = 400). The population is all research subjects who have certain characteristics in accordance with the research objectives (Sugiyono, 2019). The sample determination was carried out using probability sampling techniques, with a simple random sampling method, so that each member of the population has an equal opportunity to be selected as a respondent (Sekaran & Bougie, 2017). The number of samples in this study was set at 123 people, which is considered to represent the population and meet the criteria for sample adequacy for statistical analysis (Hair et al., 2019). The use of this sample is expected to be able to produce representative data and can be generalized to the research population.

### **Method of collecting data**

The data collection method in this study used a questionnaire as the primary instrument. A questionnaire is a data collection technique carried out by providing a set of written statements to respondents to answer according to their perceptions and experiences (Sugiyono, 2019). The use of questionnaires is considered effective for collecting large amounts of data in a relatively short time and allows for standardized measurement of variables (Sekaran & Bougie, 2017). The statements in the questionnaire were structured using a Likert scale of 1–5, which describes the respondent's level of agreement with each statement (Likert, 1932). According to Creswell (2018), the Likert scale makes it easier for respondents to provide answers and facilitates researchers in conducting quantitative analysis. The data collected through this questionnaire serves as the primary basis for testing the research hypothesis.

### **Research Instruments**

The research instrument was developed based on indicators relevant to each research variable, namely organizational culture, work engagement, and organizational commitment. Organizational culture was measured through indicators of organizational values, work norms, behavioral patterns, and commitment to the organizational mission (Schein, 2017; Robbins & Judge, 2017). Work engagement was measured through the dimensions of vigor, dedication, and absorption in work (Schaufeli et al., 2002). Meanwhile, organizational commitment was measured through the dimensions of affective commitment, continuance commitment, and normative commitment (Meyer & Allen, 1997). All instruments were tested for validity and reliability to ensure that the statements used were able to measure the research variables consistently and accurately (Ghozali, 2021).

### **Data Analysis Methods**

The data analysis method in this study used the Statistical Package for the Social Sciences (SPSS) version 29 software. Data analysis was carried out through several stages, namely validity testing, reliability testing, classical assumption testing, multiple linear regression analysis, partial tests (t-test), simultaneous tests (F-test), and coefficient of determination (R<sup>2</sup>) tests (Ghozali, 2021). The use of multiple linear regression aims to

determine the influence of organizational culture and work engagement on organizational commitment, both partially and simultaneously (Hair et al., 2019). SPSS was chosen because it has comprehensive, accurate, and easy-to-use statistical analysis capabilities in social research (Field, 2018). The results of this data analysis serve as the basis for drawing conclusions and testing research hypotheses.

**Validity Testing**

$$r_{xy} = \frac{n(\sum XY) - (\sum X)(\sum Y)}{\sqrt{n(\sum X^2) - (\sum X)^2} \cdot \sqrt{n(\sum Y^2) - (\sum Y)^2}}$$

The basis for decision making in validity testing is as follows :

- a. If the r value is positive and the r result is > r table , then the item or variable is valid.
- b. If the r value is negative and r result < r table or r result is negative > r table then the item or variable is invalid.

A questionnaire is declared valid if the r value obtained from the calculation results (r<sub>xy</sub>) is greater than the table r value (5%).

**Instrument Reliability Test**

According to Arikunto (2020:221), reliability refers to the degree to which an instrument is sufficiently reliable to be used using the Cronbach's Alpha formula. The formula used in this reliability test is as follows:

$$r_1 = \left[ \frac{k}{(k-1)} \right] \left[ \frac{S_t^2 - \sum p_i q_i}{S_t^2} \right]$$

The basis for decision making in the reliability test in this study is as follows: 1) If the r alpha value is positive and r alpha > r table , then the item or variable is reliable. 2) If the r alpha value is negative and r alpha < r table or r alpha is negative > r table , then the item or variable is not reliable.

**Multiple Regression Analysis**

Sugiyono (2019:277) proposed multiple linear regression analysis used to make predictions, how the value of a variable changes dependent if the value of the independent variable is increased or decreased. This analysis is used by involving two or more independent variables. between the dependent variable (Y) and the independent variables (X<sub>1</sub> , and X<sub>2</sub> ), This method is used to determine the strength of the influence between several factors. independent variables simultaneously with the dependent variable

$$\mu_{Y/X_1, X_2, \dots, X_n} = A + B_1X_1 + B_2X_2 + \dots + B_nX_n$$

technique used in this study was multiple linear regression. The analysis was conducted computerized using the computer program Statistical Product and Service Solutions (SPSS) Version 29 for Windows .

**Hypothesis**

**Hypothesis 1 (H1 and H0)**

H01: Organizational culture does not have a significant effect on organizational commitment among members of the Detachment Pamofit Korsabhara Baharkam Polri.

Ha1: Organizational culture has a significant influence on organizational commitment among members of the Detachment Pamofit Korsabhara Baharkam Polri.

**Hypothesis 2 (H2 and H0)**

H02: Work involvement does not have a significant effect on organizational commitment among members of the Detachment Pamofit Korsabhara Baharkam Polri.

Ha2: Work involvement has a significant influence on organizational commitment among members of the Detachment Pamofit Korsabhara Baharkam Polri.

**Hypothesis 3 (H3 and H0)**

H03: Organizational culture and work involvement simultaneously do not have a significant effect on organizational commitment among members of the Detachment Pamofit Korsabhara Baharkam Polri.

Ha3: Organizational culture and work involvement simultaneously have a significant influence on organizational commitment among members of the Detachment Pamofit Korsabhara Baharkam Polri.

**F test**

The F test is used to determine whether there is a simultaneous influence between the independent variables on the dependent variable. The F test formula according to Sugiyono (2019:190) is as follows:

$$F = \frac{R^2/k}{(1-R^2)/(n-k-1)}$$

**Information:**

F = F value (F count )

R2 = Multiple correlation coefficient

K = Number of independent variables

n = Sample size

The basis for making the decision is as follows: 1) If F count < F table , then H 0 is accepted. 2) If F count > F table , then H0 is rejected.

**Coefficient of Determination**

The definition of the coefficient of determination according to Andi Supangat (2018:350) is: " The coefficient of determination is a quantity to show the level of strength of the relationship between two or more variables in the form of a percentage (showing how much percentage of the diversity of y can be explained by the diversity of x), or in other words how much x can contribute to y."

Mudrajad Kuncoro (2021:100) states that the coefficient essentially measures the model's ability to explain variation in the dependent variable. The coefficient of determination is between zero (0) and one (1). A small r2 value indicates that the independent variables' ability to explain variation is very limited. A value close to one indicates that the independent variables provide almost all the information needed to predict variation in the dependent variable.

The magnitude of the relationship between the variables "X 1 " and "X 2 " with the variable "Y" can be determined by using the coefficient of determination analysis, which is

obtained by squaring the correlation coefficient. Based on the definition above, the coefficient of determination is part of the total diversity of the dependent variable that can be calculated by the diversity of the independent variable calculated with the coefficient of determination with the basic assumption that other factors outside the variable are considered fixed or constant. To determine the value of the coefficient of determination, it can be calculated using the formula:

$$K_d = r^2 \times 100\%$$

**Information:**

Kd = Value of coefficient of determination  
 r = Correlation coefficient value.

**RESULTS AND DISCUSSION**

**t-test (Partial)**

**Multiple Linear Regression Test Results Table**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13,003	3,608		3,604	0,000
	Organizational culture	0.240	0.072	0.266	3,350	0.001
	Job Engagement	0.358	0.071	0.400	5,033	0,000

a. Dependent Variable: Organizational Commitment

Source: SPSS Data Processing (29), 2025

Based on the results of the analysis in the Coefficient table, the following regression equation was obtained:

$$\text{Organizational Commitment} = 13.003Y + 0.240 X1 + 0.358 X2$$

a. The constant of 13.003 indicates that if Organizational Culture and Work Involvement are considered to be fixed or unchanged, then the baseline value of Organizational Commitment is at 13.003. This value describes the baseline level of commitment without any influence from the two independent variables.

b. The Organizational Culture coefficient of 0.240 is positive, indicating that the better the Organizational Culture in a company, the higher the Organizational Commitment. A significance value of 0.001 indicates a significant effect, as it is below 0.05, indicating that Organizational Culture significantly contributes to increasing employee commitment.

c. The Job Engagement coefficient of 0.358 also indicates a positive influence, where each increase in job engagement will increase Organizational Commitment. A significance value <0.001 indicates that this variable is highly significant. The large coefficient indicates that Job Engagement is the most dominant variable influencing Organizational Commitment compared to Organizational Culture.

Overall, the multiple linear regression results indicate that both independent variables have a positive and significant influence. This means that to increase employee commitment, companies need to strengthen organizational culture and increase employee engagement in work activities so they feel valued, involved, and have a significant role.

**Hypothesis Testing**

Hypothesis testing is conducted to determine whether there is a significant influence between the independent variables on the dependent variable, either simultaneously or partially. In this study, the hypothesis test aims to examine the influence of Organizational Culture (X1 ) and Work Involvement (X2 ) on Organizational Commitment (Y). This test includes the t-test, F-test, and coefficient of determination.

**Hypothesis Test Results Table**

Variables	T count	Sig	Information
Organizational Culture	3,350	0.001	Significant
Job Engagement	5,033	0.001	Significant
F Count	22,830	R	0.521
F Sign	0,000	Rsquare	0.272

Source: SPSS Processed Data (29), 2025

Based on the results of the hypothesis test:

**Partial t-test**

The t-test is used to determine the effect of each independent variable on the dependent variable partially.

**The Influence of Organizational Culture on Organizational Commitment (Y)**

The t-test results show that the Organizational Culture variable has a calculated t-value of 3.350 with a significance value of 0.001. Since the significance value is less than 0.05 ( $0.001 < 0.05$ ), it can be concluded that Organizational Culture has a significant influence on Organizational Commitment (Y). Thus, the first hypothesis (H1) is accepted.

**The Effect of Job Involvement on Organizational Commitment (Y)**

The Job Involvement variable obtained a t-value of 5.033 with a significance value of 0.001. This value is smaller than 0.05 ( $0.001 < 0.05$ ), thus indicating that Job Involvement has a significant effect on Organizational Commitment (Y). Thus, the second hypothesis (H2) is accepted.

**F Test (Simultaneous)**

The F test results show that the calculated F value is 22.830 with a significance value of 0.000. Because the significance value is smaller than 0.05 ( $0.000 < 0.05$ ), it can be concluded that Organizational Culture and Work Involvement simultaneously have a significant effect on Organizational Commitment (Y). Thus, the third hypothesis (H3) is accepted.

### **Determination Test**

The R Square value of 0.272 indicates that 27.2% of the variation in Organizational Commitment (Y) can be explained by Organizational Culture and Work Involvement. The remaining 72.8% is influenced by other variables outside this model.

The R value of 0.521 indicates that the relationship between the two independent variables and Organizational Commitment (Y) is in the moderate category.

### **The Influence of Organizational Culture and Work Involvement on Organizational Commitment**

The results of data analysis using SPSS version 29 show that Organizational Culture (X1) and Work Involvement (X2) have a positive and significant effect on Organizational Commitment (Y), both partially and simultaneously. This finding illustrates that the better the organizational culture implemented and the higher the employee involvement in their work, the stronger the employee's commitment to the organization. Organizational commitment is thus not only formed by individual internal factors, but is also influenced by the work environment and the level of employee participation in the organization's operational activities.

The results of this study align with the organizational commitment theory proposed by Meyer and Allen (1997), which states that organizational commitment is formed through emotional attachment, a willingness to persist, and an individual's sense of obligation to the organization. Furthermore, these findings also support the view of Robbins and Judge (2017), who assert that organizational culture and work engagement are important factors in shaping employees' positive attitudes and behaviors toward the organization.

Empirically, the results of this study are in line with previous research conducted by Sari (2020) and Putra (2021) which concluded that organizational culture and work engagement together have a significant influence on organizational commitment.

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

Partially, Organizational Culture (X1) is proven to have a positive and significant effect on Organizational Commitment (Y). This is indicated by the t-value of 3.350 with a significance level of 0.001. These results indicate that a directed, consistent, and supportive work culture can encourage employees to have a higher commitment to the organization. Organizational culture that is reflected through clear rules, open communication, and mutually agreed work values can create a sense of comfort and belonging among employees.

This finding aligns with Schein's (2010) theory of organizational culture, which states that organizational culture functions as a system of values and norms that guides the behavior of organizational members. A strong culture will strengthen employee loyalty and attachment to the organization.

The results of this study are also in line with previous research by Wibowo (2019) and Rahmawati (2022) which found that organizational culture has a positive and significant effect on organizational commitment, where a conducive work culture can increase employee loyalty and desire to stay in the organization.

### **The Influence of Work Involvement on Organizational Commitment**

Job Involvement (X2) was also shown to have a positive and significant influence on Organizational Commitment (Y). This is indicated by the t-test value of 5.033 with a significance level of 0.001. This finding indicates that the higher the level of employee involvement in their work, the higher their commitment to the organization. Employees who are actively involved tend to have a greater sense of responsibility, stable work motivation, and a strong emotional attachment to the organization.

These results are in line with the theory of work engagement put forward by Schaufeli and Bakker (2010), which states that work engagement is characterized by individual

enthusiasm, dedication, and absorption in work, which will ultimately increase organizational loyalty and commitment.

In addition, the results of this study are in line with previous research by Handayani (2020) and Pratama (2021) which proved that work engagement has a significant effect on organizational commitment, where employees who feel involved will show higher levels of loyalty and willingness to contribute.

### **The Influence of Organizational Culture and Work Involvement on Organizational Commitment Simultaneously**

Simultaneously, Organizational Culture (X1) and Work Involvement (X2) were proven to have a significant influence on Organizational Commitment (Y). This is evidenced by the F-value of 22.830 and a significance level of 0.000. These results indicate that both variables together have an important role in forming and increasing organizational commitment. Employee commitment cannot be built optimally by relying only on one factor, but rather requires synergy between a strong organizational culture and high work involvement.

This finding is in line with the organizational behavior theory put forward by Luthans (2018) which states that employees' positive work attitudes, including organizational commitment, are influenced by a combination of work environment factors and individual involvement in work.

These results are also in line with previous research conducted by Susanto (2020) and Nugroho (2022) which concluded that organizational culture and work engagement simultaneously make a significant contribution to increasing organizational commitment.

### **Coefficient of Determination and Its Implications**

The coefficient of determination ( $R^2$ ) results show an R Square value of 0.272. This means that 27.2% of the variation in Organizational Commitment can be explained by Organizational Culture and Work Involvement, while the remaining 72.8% is influenced by other factors outside this study. These factors can include leadership style, compensation, work motivation, the physical work environment, and the reward system.

Although the contribution of these two variables is not yet fully dominant, these results still indicate that Organizational Culture and Work Engagement are important and relevant factors in building organizational commitment. This finding aligns with the view of Robbins and Judge (2017), who stated that organizational commitment is influenced by various interacting factors.

## **CONCLUSION**

Based on the results of data analysis using SPSS version 29, it can be concluded that Organizational Culture and Work Involvement have a positive and significant effect on Organizational Commitment, both partially and simultaneously. This finding indicates that organizational commitment is not only formed from individual characteristics alone, but is also greatly influenced by the work environment reflected in organizational culture and the level of personnel involvement in carrying out their duties and responsibilities. This result is in line with the theory of organizational commitment proposed by Meyer and Allen (1997) and the views of Robbins and Judge (2017) who emphasize that organizational culture and work involvement are important determinants in shaping member attitudes and loyalty towards the organization.

Partially, Organizational Culture has been shown to have a positive and significant effect on Organizational Commitment, indicating that clear and consistent values, norms, and work behavior patterns can strengthen employees' sense of belonging, loyalty, and desire to remain part of the organization. A conducive organizational culture serves as a behavioral guideline that directs organizational members in acting and making decisions (Schein, 2010). This finding is in line with the results of research by Wibowo (2019) and Rahmawati (2022) which

concluded that a strong and positive organizational culture can significantly increase organizational commitment. In addition, Job Engagement also has a positive and significant effect on Organizational Commitment, indicating that the higher the level of employee involvement in work, the stronger the emotional attachment and willingness to contribute to the organization. This supports the theory of job engagement proposed by Schaufeli and Bakker (2010), as well as the empirical findings of Handayani (2020) and Pratama (2021).

Simultaneously, Organizational Culture and Work Engagement together contribute significantly to increasing Organizational Commitment, which confirms that building personnel commitment requires synergy between a supportive work environment and active individual participation in work (Luthans, 2018). The coefficient of determination ( $R^2$ ) value of 0.272 indicates that these two variables are able to explain 27.2% of the variation in organizational commitment, while the rest is influenced by other factors outside this study, such as leadership, compensation, work motivation, and reward systems (Robbins & Judge, 2017). Nevertheless, the results of this study confirm that Organizational Culture and Work Engagement are strategic factors that need serious attention in efforts to increase organizational commitment sustainably.

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