

## THE EFFECT OF WORK CULTURE AND EMPLOYEE WORK QUALITY ON ORGANIZATIONAL COMMITMENT WITH MOTIVATION AS A MODERATING VARIABLE AT BANK INDONESIA REPRESENTATIVE OFFICE OF NORTHSUMATERA PROVINCE

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### ABSTRACT

This study aims to analyze how Work Culture and Work Quality influence Organizational Commitment, with Motivation acting as a moderating factor at the Bank Indonesia Representative Office in Medan, North Sumatra. Quantitative methods were used in this study, specifically by using Structural Equation Modeling (SEM) analysis through SmartPLS 3.0 software. Participants included employees from the Bank Indonesia Representative Office in Medan, who were selected through a purposive sampling method.

The findings indicate that Work Culture and Job Quality significantly influence Organizational Commitment, although their effects are relatively weak, which limits their ability to increase commitment. The analysis shows that motivation negatively moderates the relationship between Work Culture and Organizational Commitment, suggesting that motivation reduces the bond between these two elements. Furthermore, motivation appears to have only a small strengthening effect on the relationship between Work Quality and Organizational Commitment. Furthermore, the direct impact of Motivation on Organizational Commitment is also significant, although with a minimal contribution. These results suggest the possibility that other elements beyond the research variables may have a greater influence on employee commitment.

### Introduction

The highly competitive and rapidly evolving job market demands that every organization have human resources who are not only highly skilled but also demonstrate a deep sense of commitment to the organization. In both public and private organizations, organizational commitment is a crucial indicator that plays a role in determining the success of achieving institutional goals. Organizational commitment describes the extent to which employees feel emotional attachment, loyalty, and a desire to actively participate in

organizational activities. Employees with high commitment tend to demonstrate loyalty, dedication, and a willingness to contribute beyond the required standards.

As a major financial institution, Bank Indonesia plays a crucial role in maintaining monetary consistency, the payment system, and the overall financial health of the country. Therefore, the expertise of its workforce is a crucial element that must be recognized. The Bank Indonesia Representative Office in Medan, North Sumatra, implements a regional operational strategy and faces challenging and evolving working conditions. This situation requires organizations to employ individuals who are not only skilled but also highly dedicated to the organization. Previous research has shown that workplace culture significantly influences employee dedication to the organization. A constructive and engaging workplace culture based on the principles of integrity, professionalism, and teamwork can foster an environment conducive to fostering a sense of belonging and loyalty to the institution. A strong workplace culture can foster a shared identity among staff, thereby strengthening their relationship with the organization. Furthermore, work quality serves as another element influencing organizational commitment. Work quality encompasses the accuracy of task execution, attention to detail, accountability, and performance achievement that aligns with or exceeds organizational benchmarks. Employees who demonstrate high work quality often feel confident and proud of their contributions, which motivates them to develop a strong commitment to the organization.

However, the relationship between work culture and work quality on organizational commitment can be influenced by motivational factors. Motivation acts as a moderating variable, capable of strengthening or weakening the influence of both variables. Employees with high levels of motivation are generally more responsive to the organization's work culture, able to maintain optimal performance, and demonstrate greater commitment. Conversely, a good work culture and high work quality do not always increase organizational commitment if employees have low motivation. Work motivation itself is influenced by various aspects such as individual needs, professional goals, the work environment, and leadership style. Therefore, understanding the function of motivation as a moderating variable is crucial for organizations to design appropriate commitment-enhancing strategies.

This research was conducted at the Bank Indonesia Representative Office in Medan, which has a complex work system and a diverse staff composition. It is hoped that this research will contribute to the development of human resource management, both for Bank Indonesia and other organizations with similar work structures.

The phenomenon within the Bank Indonesia Representative Office in Medan shows that although the organization has implemented a structured and professional work culture, employee commitment levels still vary. This is evident in the lack of enthusiasm among some employees for organizational activities, low initiative in completing tasks without supervision, and relatively high employee turnover. Meanwhile, employee work quality is generally considered good, but not evenly distributed across individuals. Differences in productivity consistency and work discipline among employees are still found. One factor suspected to be the cause of this variation is differences in work motivation levels. Highly motivated employees are generally better able to adapt to the work culture and maintain high performance quality, thus being more committed to the organization. Conversely, low-motivated employees tend to be passive, less loyal, and less involved in institutional activities.

### **Formulation of the problem**

Based on the background and phenomena that have been described, the problem formulation in this research can be described as follows:

1. Does work culture have a positive and significant influence on organizational commitment at Bank Indonesia Representative Office of North Sumatera Province.?
2. Does the quality of employee work have a positive and significant effect on organizational commitment at Bank Indonesia Representative Office of North Sumatera Province.?
3. Does motivation moderate the influence of work culture on organizational commitment at Bank Indonesia Representative Office of North Sumatera Province.?
4. Does motivation moderate the influence of work quality on organizational commitment at Bank Indonesia Representative Office of North Sumatera Province.?
5. Does motivation have a positive and significant influence on organizational commitment at Bank Indonesia Representative Office of North Sumatera Province.?

### **Research purposes**

This research was conducted with the aim of:

1. To test and analyze the influence of Work Culture on Organizational Commitment at the Bank Indonesia Representative Office of North Sumatera Province.
2. To test and analyze the influence of Employee Work Quality on Organizational Commitment at the Bank Indonesia Representative Office of North Sumatera Province.
3. To test and analyze the influence of Work Culture on Organizational Commitment moderated by Motivation at the Bank Indonesia Representative Office of North Sumatera Province.
4. To test and analyze the influence of Work Quality on Organizational Commitment moderated by Motivation at the Bank Indonesia Representative Office of North Sumatera Province.
5. To test and analyze the influence of Motivation on Organizational Commitment at the Bank Indonesia Representative Office of North Sumatera Province.

### **Benefits of research**

#### **1. Theoretical Benefits**

This study aims to contribute to the advancement of knowledge, particularly in the field of human resource management, by offering deeper insights into how work culture and work quality influence organizational commitment, with motivation acting as a moderating factor. Furthermore, the results of this study can be used as an academic resource for future studies on related subjects.

#### **2. Practical Benefits**

a. For the Bank Indonesia Medan Representative Office The results of this study can be used as a basis for consideration in formulating strategies to increase organizational commitment, particularly through strengthening work culture, improving work quality, and managing employee motivation more effectively.

b. For Leaders and Human Resource Management This research provides insight into the importance of creating a supportive work environment and encouraging employee motivation, so that stronger loyalty and attachment to the organization can be formed.

c. For Employees This research can foster understanding regarding the role of work culture and work quality as a form of contribution to achieving organizational goals, as well as increase awareness regarding the importance of motivation in supporting work engagement and performance.

### **Work Culture**

Work culture is a set of values, beliefs, habits, and behavioral patterns adopted within an organization that shape the attitudes and actions of each member. Work culture serves as a guideline for interacting and completing tasks in the work environment (Sutrisno, 2016) . Organizational work culture can also be defined as a system of shared meaning understood and implemented by organizational members that sets an organization apart from other organizations (Robbins & Judge, 2017) .

### **Work Culture Indicators**

According to (Robbins & Judge, 2017), Work culture indicators include:

1. Innovation and courage to take risks
2. Attention to detail
3. Result orientation
4. Orientation to humans
5. Team orientation
6. Aggressiveness in competition
7. Organizational stability

### **Quality of Work**

Work quality encompasses an employee's ability to carry out their duties effectively and efficiently and produce output that meets organizational standards. Work quality is measured by accuracy, neatness, and the ability to complete work on target (Mangkunegara, 2017) . Furthermore, work quality is defined as the level of employee achievement in meeting established standards, thus assessing the quality of individual performance (Gomes, 2016) .

### **Work Quality Indicators**

According to Gomes (2016), Work quality indicators consist of:

1. Punctuality
2. Compliance with procedures
3. Neatness of work results
4. Creativity
5. Accuracy

### **Organizational Commitment**

Organizational commitment is the level of individual readiness to remain part of the organization and give their best effort to achieve shared goals (Meyer & Allen, 2016) . Organizational commitment also means the desire and willingness of employees to remain

in the organization based on loyalty, trust, and alignment of their values with the organization's values (Luthans, 2021) .

### Organizational Commitment Indicators

According of Meyer & Allen, (2016), indicators of organizational commitment include:

1. Affective commitment
2. Continuance commitment
3. Normative commitment

### Motivation

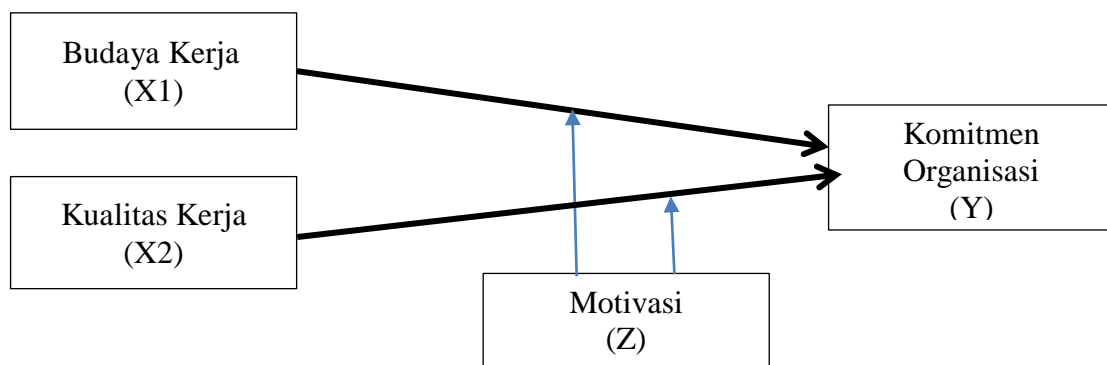
Motivation is a force that drives a person, both internally and externally, to take action aimed at achieving a specific outcome (Robbins & Judge, 2019) . Motivation is also described as a psychological state that creates a drive for a person to undertake an activity in an effort to achieve a goal (Handoko, 2020) .

### Motivation Indicators

According of Robbins & Judge (2019), motivation indicators include:

1. Intensity
2. Direction
3. Persistence

### Conceptual Framework



**Figure 1. Conceptual Framework**

### Hypothesis

- H1: Work culture has a positive and significant effect on organizational commitment at the Bank Indonesia Representative Office of North Sumatera Province.
- H2: Employee work quality has a positive and significant effect on Organizational Commitment at the Bank Indonesia Representative Office of North Sumatera Province.
- H3: Work culture has a positive and significant effect on Organizational Commitment moderated by Motivation at the Bank Indonesia Representative Office of North Sumatera Province.
- H4: Work culture has a positive and significant effect on Organizational Commitment moderated by Motivation at the Bank Indonesia Representative Office of North Sumatera Province.

H5: Motivation has a positive and significant effect on Organizational Commitment at the Bank Indonesia Representative Office of North Sumatera Province.

## **Research Methodology**

### **Research Type**

This research uses a quantitative method, a type of research based on a positivist framework, targeting a specific sample or population, using tools to collect data, and conducting statistical analysis on the information to evaluate the proposed hypothesis (Sugiyono, 2019).

### **Time and Location of Research**

This research was conducted over 2 months to maximize research results and this research was also conducted in November 2025. The research location was at the Bank Indonesia Representative Office of North Sumatera Province, Jl. Balai Kota No. 4, Medan, North Sumatra 20111.

### **Population**

The subjects of this study consisted of all 80 employees working at the Bank Indonesia Representative Office of North Sumatera Province. The population represents a broad area encompassing objects or subjects with specific characteristics identified by the researcher for further analysis and conclusions (Sugiyono, 2019).

### **Sample**

This research sample included all individuals, specifically 80 employees at the Bank Indonesia Representative Office of North Sumatera Province. A saturated sampling method was applied because the population was relatively small, allowing for sampling of the entire group. A sample refers to a portion of a population characterized by its size and characteristics (Sugiyono, 2019).

### **Research Data Sources**

Primary data for this research is used, which refers to information obtained directly from respondents or research participants without intermediaries (Sugiyono, 2019).

### **Data collection technique**

Data were collected through questionnaires filled out directly by respondents as a source of research information. This questionnaire distribution method is a common technique used in quantitative research (Sugiyono, 2019).

### **Data Analysis Methods**

The data analysis in this study used statistical methodology to assess and confirm previously developed hypotheses. Hypothesis testing was conducted using the Structural Equation Modeling (SEM) method with a Partial Least Squares (PLS) framework supported by SmartPLS software. SEM is a multivariate statistical analysis technique that examines structural relationships among latent variables and evaluates connections between variables, including relatively weak ones. This approach combines factor analysis with multiple regression analysis into an integrated testing model. PLS was chosen because

it is a powerful analysis technique and does not require many statistical assumptions. This approach does not require a normal data distribution or a large sample size and can be applied both to confirm theories and to explore relationships between latent variables. Furthermore, PLS can analyze models with both reflective and formative indicators simultaneously, a capability not available in covariance-based SEM (CB-SEM) due to the potential for unidentified models (Ghozali & Latan, 2015).

### **External Model Assessment**

The external model explains how indicators relate to the latent variables they represent. This framework is applied to verify that the research instrument has adequate validity and reliability, making it suitable for analysis. The external model is evaluated through several stages, specifically:

#### **A. Convergent Validity**

Convergent validity is determined by the correlation value between the indicator and its corresponding construct. An indicator is considered valid if its factor loading exceeds 0.70, although in the initial stages of research, values ranging from 0.50 to 0.60 are still acceptable.

#### **B. Discriminant Validity**

Discriminant validity evaluates how well a construct can differentiate itself from others based on cross-loading values. An indicator is considered valid if its correlation with the construct being measured is greater than its correlation with alternative constructs. Furthermore, discriminant validity can be assessed by comparing the square root of the Average Variance Extracted (AVE) with the correlation between constructs; a good AVE value is recommended to exceed 0.50.

#### **C. Composite Reliability and Cronbach's Alpha**

Construct reliability was evaluated using Composite Reliability and Cronbach's Alpha. A research instrument is considered reliable if the Composite Reliability score is greater than 0.70, and good internal consistency for Cronbach's Alpha is achieved if it exceeds the same threshold (Ghozali & Latan, 2015).

### **Creating a Structural Model (Inner Model)**

A model describes the causal relationships between latent variables based on underlying theory and research hypotheses. Model testing is conducted to strengthen the robustness of these relationships and to evaluate the hypotheses using various statistical metrics.

The assessment was conducted using various indicators, including the R-squared value to measure how well the independent variables explain the dependent variable, the Q-squared value to evaluate the predictive model relevance, and the t-statistic value to assess the significance of the path coefficients. A higher R-squared value indicates stronger predictive ability of the research model. A Q-squared value above 0 indicates effective predictability for the model, while a value below 0 indicates no predictive relevance.

Path significance testing involves comparing the calculated t-value with the table t-threshold (1.96) at the 5% significance level. The criteria for decision making are:

- a. The hypothesis is accepted if the calculated t-value exceeds 1.96 or if the significance value is below 0.05.
- b. The hypothesis is rejected if the calculated t-value is below 1.96 or if the significance value is above 0.05. (Ghozali & Latan, 2015).

**Hypothesis**

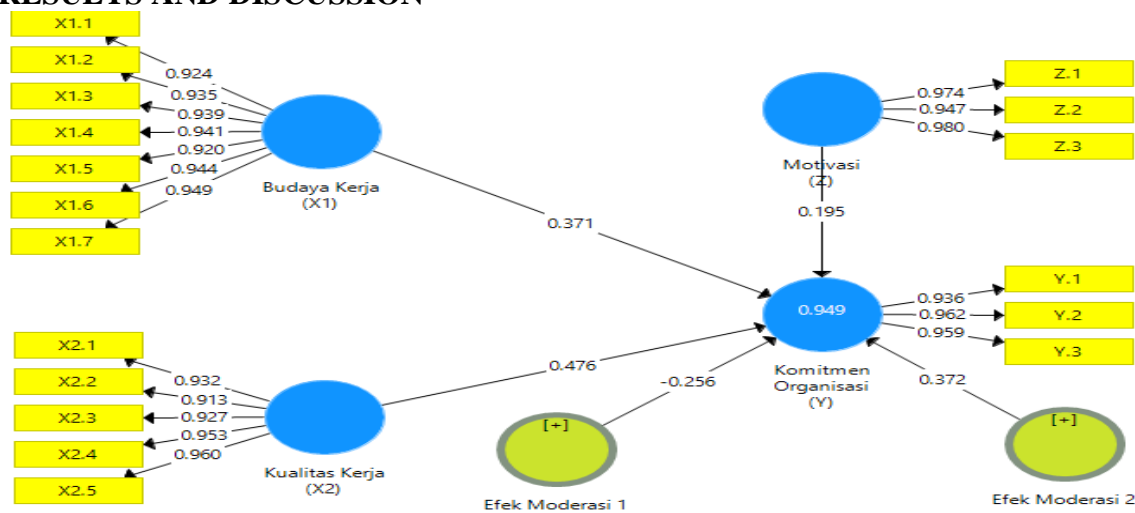
In this study, Moderated Regression Analysis (MRA) was applied to test the hypotheses, specifically using the Partial Least Squares method based on Structural Equation Modeling (SEM-PLS). This technique assesses how moderating variables influence the relationship between research variables. A variable functions as a moderator if the interaction between the independent and moderator variables produces significant results based on the t-statistic and p-value. The decision-making criteria are outlined below:

- a. The hypothesis will be accepted if the calculated t-value exceeds 1.96 or if the significance value is less than 0.05.
- b. The hypothesis will be rejected if the calculated t-value is less than 1.96 or if the significance value is greater than 0.05.

The use of SEM-PLS for this moderation analysis allows researchers to evaluate research models without strict data distribution requirements and with relatively small sample sizes (Ghozali & Latan, 2015).

**Results and Discussion**

**RESULTS AND DISCUSSION**



**Figure 2. Research Model in SmartPLS**

The Smart PLS output for loading factor gives the results in the following table: Outer Loadings In this study there is an equation and the equation consists of two equations.

$$Y = b1X1 + b2Z + b3X1Z + e1$$

$$Y = 0.371 + 0.195 - 0.256 + e1$$

$$Y = b2X2 + b3Z + b4X2Z + e2$$

$$Y = 0.476 + 0.195 + 0.372 + e2$$

Tabel 1. Outer Loadings/Cross Loading

	Budaya Kerja_(X1)	Efek Moderasi 1	Efek Moderasi 2	Komitmen Organisasi_(Y)	Kualitas Kerja_(X2)	Motivasi_(Z)
Budaya Kerja_(X1) * Motivasi_(Z)		1,025				
Kualitas Kerja_(X2) * Motivasi_(Z)			1,028			
X1.1	0,924					
X1.2	0,935					
X1.3	0,939					
X1.4	0,941					
X1.5	0,920					
X1.6	0,944					
X1.7	0,949					
X2.1					0,932	
X2.2					0,913	
X2.3					0,927	
X2.4					0,953	
X2.5					0,960	
Y.1				0,936		
Y.2				0,962		
Y.3				0,959		
Z.1						0,974
Z.2						0,947
Z.3						0,980

Source ; Smart PLS 3.3.3

Based on the findings from the outer loading assessment, each measure representing the variables Work Culture (X1), Work Quality (X2), Organizational Commitment (Y), and Motivation (Z) showed a factor loading value exceeding 0.90. Therefore, all measures can be confirmed to meet the validity and reliability requirements for building each construct. In addition, findings from the moderation effect analysis indicate that the Motivation (Z) variable increases the relationship between Work Culture (X1) and Organizational Commitment (Y) with a coefficient of 1.025. Motivation (Z) also strengthens the effect of Work Quality (X2) on Organizational Commitment (Y), resulting in a coefficient of 1.028.

### Discriminant Validity

This section examines the results of the discriminant validity assessment. Discriminant validity testing is conducted through cross-loading value evaluation. An indicator is

considered to meet the discriminant validity standard if its cross-loading value for the variable it represents is greater than the cross-loading value for the other variables. The results show that each indicator has the highest cross-loading value for the corresponding construct, indicating that discriminant validity has been achieved.

### Discriminant Validity

The results of the discriminant validity assessment indicate that each construct exhibits the highest correlation with its indicators when compared to other constructs, thus meeting the Fornell–Larcker standard. Furthermore, the correlation coefficient between latent variables is less than the square root of the AVE for each construct. This scenario indicates that each variable has strong discriminatory ability and can be easily distinguished in the research structural model.

**Tabel 2. Discriminant Validity**

	Budaya Kerja_(X1)	Efek Moderasi 1	Efek Moderasi 2	Komitmen Organisasi_(Y)	Kualitas Kerja_(X2)	Motivasi_(Z)
<b>Budaya Kerja_(X1) * Motivasi_(Z)</b>	-0,441	<b>1,000</b>	0,961	-0,376	-0,460	-0,499
<b>Kualitas Kerja_(X2) * Motivasi_(Z)</b>	-0,459	0,961	<b>1,000</b>	-0,365	-0,465	-0,532
<b>X1.1</b>	<b>0,924</b>	-0,404	-0,424	0,908	0,885	0,863
<b>X1.2</b>	<b>0,935</b>	-0,387	-0,406	0,901	0,892	0,863
<b>X1.3</b>	<b>0,939</b>	-0,413	-0,427	0,875	0,908	0,892
<b>X1.4</b>	<b>0,941</b>	-0,462	-0,471	0,903	0,899	0,911
<b>X1.5</b>	<b>0,920</b>	-0,458	-0,465	0,900	0,893	0,892
<b>X1.6</b>	<b>0,944</b>	-0,424	-0,441	0,874	0,904	0,927
<b>X1.7</b>	<b>0,949</b>	-0,344	-0,374	0,894	0,910	0,913
<b>X2.1</b>	0,922	-0,356	-0,361	0,923	<b>0,932</b>	0,849
<b>X2.2</b>	0,867	-0,473	-0,479	0,858	<b>0,913</b>	0,843
<b>X2.3</b>	0,876	-0,354	-0,362	0,882	<b>0,927</b>	0,870
<b>X2.4</b>	0,906	-0,484	-0,485	0,911	<b>0,953</b>	0,902
<b>X2.5</b>	0,926	-0,490	-0,493	0,911	<b>0,960</b>	0,916
<b>Y.1</b>	0,894	-0,391	-0,385	<b>0,936</b>	0,889	0,897
<b>Y.2</b>	0,909	-0,366	-0,352	<b>0,962</b>	0,923	0,875
<b>Y.3</b>	0,925	-0,317	-0,307	<b>0,959</b>	0,925	0,865
<b>Z.1</b>	0,922	-0,468	-0,493	0,889	0,919	<b>0,974</b>
<b>Z.2</b>	0,921	-0,502	-0,531	0,889	0,901	<b>0,947</b>
<b>Z.3</b>	0,929	-0,479	-0,518	0,898	0,893	<b>0,980</b>

### Composite Reliability

During the composite reliability evaluation, the reliability coefficient for each variable was examined to verify internal consistency. A variable is considered reliable if its composite reliability score exceeds 0.60, while a score below 0.60 indicates low reliability. The reliability assessment is also supported by the Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE) values shown in the following table. These findings indicate that the indicators in this study adequately meet the requirements for reliability and validity.

**Table 3 . Construct Reliability and Validity**

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Work Culture_(X1)	0.976	0.980	0.876
Moderation Effect 1	1,000	1,000	1,000
Moderation Effect 2	1,000	1,000	1,000
Organizational Commitment_(Y)	0.949	0.967	0.907
Work Quality_(X2)	0.965	0.973	0.878
Motivation_(Z)	0.965	0.977	0.935

Source ; Smart PLS 3.3.3

The reliability assessment results show that each construct exhibits a Cronbach's Alpha and Composite Reliability value exceeding 0.70, indicating a strong level of reliability. Furthermore, the Average Variance Extracted (AVE) value is above 0.50, indicating that each construct effectively meets convergent validity criteria. Consequently, the research instrument used is considered appropriate and of sufficient quality to proceed to the next phase of structural analysis.

### Internal Model Analysis

Internal model analysis was conducted to examine the relationships between latent variables and to evaluate the effectiveness of the structural model in predicting endogenous variables. The structural model evaluation was conducted through several stages, including examining the coefficient of determination (R-Squared), which plays a crucial role in identifying how well the independent variables explain the dependent variable in this study.

### Coefficient of Determination (R<sup>2</sup>)

The R-Square value was calculated using SmartPLS 3.0 software to process data. The R<sup>2</sup> value is used to evaluate the ability of exogenous variables to explain endogenous variables. The following are the results of the R-Square value assessment:

**Table 4. R Square Results**

	R Square	Adjusted R Square
Organizational Commitment_(Y)	0.949	0.946

Source ; Smart PLS 3.3.3

The results of the R-Square examination show that the R-Square figure for the Organizational Commitment (Y) aspect is 0.949, while the Adjusted R-Square figure is at 0.946. This indicates that the factors of Work Culture (X1), Work Quality (X2), and Motivation (Z) collectively explain 94.9% of the variation in Organizational Commitment (Y), with the remaining 5.1% attributed to other elements not considered in this research model.

### Hypothesis Evaluation

After the structural model is established, additional analyses are conducted to investigate the relationships between the variables in the study. Hypothesis evaluation is performed using the T-statistic and P-value to assess the level of significance of the relationship between variables. The hypothesis is considered accepted if the T-statistic exceeds 1.96 and the P-value is below 0.05, indicating that the correlation between the variables is statistically significant. Conversely, if the t-value is below 1.96 or the p-value exceeds 0.05, the hypothesis is rejected.

**Table 5. Hypothesis Results**

	Original Sample (O)	T Statistics ( O/STDEV )	P Values	Results
Work Culture_(X1) -> Organizational Commitment_(Y)	0.371	3,240	<b>0.001</b>	<b>Accepted</b>
Moderation Effect 1 -> Organizational Commitment_(Y)	-0.256	2,043	<b>0.021</b>	<b>Accepted</b>
Moderation Effect 2 -> Organizational Commitment_(Y)	0.372	3,179	<b>0.001</b>	<b>Accepted</b>
Work Quality_(X2) -> Organizational Commitment_(Y)	0.476	4,138	<b>0,000</b>	<b>Accepted</b>
Motivation_(Z) -> Organizational Commitment_(Y)	0.195	1,796	<b>0.037</b>	<b>Accepted</b>

Source ; Smart PLS 3.3.3

1. Work Culture has a significant influence on Organizational Commitment, but its influence tends to be weak because the coefficient value is only 0.371, so that improving work culture has not been fully able to encourage employee commitment optimally.
2. Moderation Effect 1 through the interaction of Work Culture and Motivation shows a negative coefficient of -0.256, which means that motivation actually weakens the relationship between work culture and organizational commitment.
3. Moderation Effect 2 through the interaction of Work Quality and Motivation is indeed significant, but the coefficient value of 0.372 indicates that the role of motivation is not very strong in strengthening the relationship between work quality and organizational commitment.
4. Work Quality has a significant effect on Organizational Commitment, but even though the coefficient is higher (0.476), this result shows that there are still other factors that are more dominant in increasing employee commitment.
5. Motivation has a significant effect on Organizational Commitment, but with a coefficient of 0.195 and a T-statistic of 1.796 which is close to the significance

threshold, indicating that the influence of motivation is very weak and does not make a strong contribution to increasing organizational commitment.

## Conclusion

The conclusions of this study are as follows:

1. Work Culture has a significant influence on Organizational Commitment, but the influence is still weak because the coefficient value is only 0.371.
2. Moderation Effect 1 through the interaction of Work Culture and Motivation shows a negative coefficient of  $-0.256$ , so that motivation weakens the relationship between work culture and organizational commitment.
3. Moderation Effect 2 through the interaction of Work Quality and Motivation shows a coefficient of 0.372, which means that motivation only provides weak reinforcement to the relationship between work quality and organizational commitment.
4. Work Quality has a significant effect on Organizational Commitment, but its influence is not dominant even though it has a coefficient of 0.476.
5. Motivation has a significant effect on Organizational Commitment, but with a very small coefficient of 0.195, so its contribution is still very weak.

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