



Improving Organizational Commitment through Teamwork Strengthening, Organizational Culture and Job Satisfaction: A Path Analysis and SITOREM Study on Teachers Entitled as Civil Servant of Public High Schools in Depok

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ABSTRACT

The major issues related to organizational commitment are increasingly needed, especially on the organizational commitment of teachers in order to make the education quality better in this era of globalization. Improving the quality of teachers as the educators continues to be pursued, one of which is by developing organizational commitment to teachers. The purpose of this research is to identify strategies and optimal solutions to increase organizational commitment on teachers entitled as civil servant of public high schools in Depok by examining the influence of teamwork, organizational culture, as well as job satisfaction on organizational commitment. The selected sample in this research consist of 180 people with the Slovin formula. This research applies a method of survey and a path analysis approach, continued by SITOREM analysis. The findings of this research concluded that the strategy to increase organizational commitment in teachers entitled as civil servant of public high schools in Depok could be conducted through strengthening teamwork, organizational culture, and job satisfaction. The outcomes of the SITOREM analysis identified that there are several indicators on teachers characteristics that should be improved further.

Keywords: Organizational Commitment, Organizational Culture, Job Satisfaction, Teamwork

INTRODUCTION

The major issues related to organizational commitment are increasingly needed, especially on the organizational commitment of teachers to upgrade the education quality in this globalization era. It takes more knowledge, skills, and hard work from the teachers' role as educators. For this reason, an excellent human resource is needed to address these challenges. Besides having a compelling personality and competence in their respective fields, an outstanding human resource is also required to possess organizational commitment.

Efforts to generate human resources with competence, good personality, and an attitude of organizational commitment can be channeled through the education sector. Fundamentally, education is crucial to the process of raising the quality of human resources. This is explained in Law No. 20/2003 on the National Education System, which states that the national education system functions to develop abilities and form the civilization and character of one dignified nation. Regarding the function of the national education system, the government is obliged to actively strive to increase social standards by educating Indonesian citizens with the ability to demonstrate organizational commitment.

Quality education is required in order to develop competent human resources. Therefore, the role of schools as the leading educational institution that acts as the spearhead of the national education system is necessary. Educators with organizational commitment will spend a lot of time in planning learning materials, improving students' learning achievement, implementing learning materials to produce quality learning, and preparing students as individuals with good character. Educators who are actively involved in various activities at school are one of the characteristics of educators with high organizational commitment.

A report released by The Organization for Economic Cooperation and Development (OECD), The 2018 Programme for International Student Assessment (PISA), showed that the quality of education in Indonesia is still relatively low. All of Indonesia's PISA indicators have declined in recent years. Indonesia's reading score only reached 371 in 2018, making it the lowest score since 2000. Indonesia's reading ranking dropped from 64th to 74th. The science score of 396 was down on 2015's highest score of 403. Indonesia's science indicator ranked 71st down from 62nd in 2015. The math score was 379, down from 386 in 2015. The ranking obtained for math skills is 73rd, down from 2015 which was 63rd (Development, 2018). The low quality of education is also evident from the low results of the Teacher Competency Test (UKG). Teachers with above-average competence or pass the UKG with a minimum score of 80 are less than 30 percent (Seftiawan, 2019). This condition is a serious concern, considering that the role of teachers in efforts to build the human resources quality is considered strategic.

The problem of organizational commitment is inseparable from the teachers role as the spearhead. The teacher's role in establishing and enacting learning activities has a significant impact on the learning process. Teachers occupy a more important position than the curriculum. Regardless of the quality of the curriculum, it will be useless without support from the qualified teachers. On the contrary, a lack of a good curriculum can be supported by qualified teachers. Therefore, improving the quality of the educators continues to be pursued, one of which is by developing organizational commitment to teachers.

Organizational commitment is essential to maintain the sustainability and accomplishment of organizational goals. Through organizational commitment, organizational activities can be conducted properly due to the loyalty of the members. Organizational members with high commitment will provide maximum effort and a strong desire to achieve organizational goals. Developing organizational commitment can be influenced by a number of factors, such as teamwork, organizational culture, and job satisfaction.

Several related studies on organizational commitment have been conducted in the past. Research conducted by Wahib & Machfudz (2023) concluded that there is an influence of teacher productivity on organizational commitment. Their research indicates that the higher the productivity of teachers, the higher their organizational commitment. Furthermore, research conducted by Efendi et al. (2022) concluded that teachers' organizational commitment is one of the determining factors for achieving quality education. Their research also identified that teacher personality is one of the main factors that can either increase or decrease organizational commitment. Further relevant research was conducted by Waeyenberg et al. (2022), who discovered that the strength of the performance management process is positively related to organizational commitment.

Conforming to the context of the situation as detailed above, it is necessary to examine organizational commitment in relation to the factors that influence it. Therefore, the objective of this research is to identify the improvement of organizational commitment through teamwork strengthening, organizational culture, and job satisfaction towards teachers entitled as civil servant of public high school in Depok.

LITERATURE REVIEW

Organizational Commitment

Organizational commitment is an attitude that is invested in employees in showing attention and loyalty to provide optimal effort at work and is willing to do anything in order to accomplish organization goals (Hardhienata et al., 2019; McShane & Glinow, 2022). Organizational commitment is an continuous process by which employees express their concern for the success and well-being of the organization (Lee & Kim, 2023). Organizational commitment may occur in three

dimensions, such as: normative commitment, affective commitment, and continuance commitment (Grego-Planer, 2019). Normative commitment expresses a sense of obligation to continue working with the company. Meanwhile, affective commitment can be defined as the extent to which an individual identifies with and engages in a particular organization. Furthermore, the continuance commitment shows cognitive bound within employees and their organizations because the costs of quitting outweigh the advantages.

Teamwork

Teamwork is a necessity in establishing cooperation between individuals and others to achieve goals in the organization. Teamwork is a means of supporting work efficiency. Teamwork can be defined as a group whose members work intensely and specifically, in a common goal using positive synergy, individual accountability, and using complementary skills (Sakarina et al., 2023; Yates & Hord, 2023). Teamwork includes various tasks and interactions between team members that can be indicated by communication, coordination, member contribution, mutual support, cohesion, and effort (Löhr et al., 2017).

Organizational Culture

Organizational culture is able to influence a person in forming their personality, accomplishing their potential resources, goals, and responsibilities (Wartini, 2022). Organizational culture is the values, unwritten norms adopted by an organization with its own characteristics that distinguish one organization from another (Marliani, 2017). Organizational culture refers to the system of shared meaning from members that distinguishes one organization from the others. When attentively observed, this common meaning system is a set of important traits that the organization values and defends.

Job Satisfaction

Job satisfaction is a person's attitude towards their job which comes from the person's perception of their job (Lounsbury et al., 2016). Job satisfaction might be influenced by various determining factors, such as salary, work environment, communication, and organizational commitment (Wardono et al., 2022). Essentially, job satisfaction reflects the extent to which a person likes the work they are doing (Khairunnisa et al., 2020).

RESEARCH METHODOLOGY

The method used in this research is quantitative method with Path analysis and SITOREM (Scientific Identification Theory to Conduct Operation Research in Education Management) analysis. SITOREM could be interpreted as a scientific method which was used to identify variables to conduct an operation research in any field of education management studies (Hardhienata, 2017).

Meanwhile, Setyaningsih (2020) defines path analysis as the relationship between independent, intermediate, and dependent variables which is usually conveyed in a diagram form. The population of this research are teachers entitled as civil servants of public high schools in Depok for the year 2020/2021, with a total of 325 people. From a population of 325 teachers entitled as civil servant, a sample of 180 people was obtained. Data collection techniques in this research were obtained using a questionnaire.

RESULT AND DISCUSSION

Descriptive Statistics

The outcomes of statistical measures for the variables of organizational commitment (Z), teamwork (X₁), organizational culture (X₂), and job satisfaction (Y) are depicted in the following table:

Table 1. Descriptive Statistical Results of Variables X₁, X₂, Y, and Z

Statistics				
	Organizational Commitment	Teamwork	Organizational Culture	Job Satisfaction
Amount of data	180	180	180	180
Average	133.88	110.90	119.10	103.84
Mean Value	134.00	112.00	118.00	103.00
Mode	132	103	112	98
Standard deviation	2.372	8.981	8.055	6.894
Group average	5.627	80.660	64.884	47.521
Range	14	44	38	32
Minimum Score	127	88	104	91
Maximum Score	141	132	142	123
Total	24098	19962	21438	18691

Source: Processed Data by Researchers

Normality of Error Estimates between Teamwork (X₁) and Organizational Commitment (Z)

H₀: the estimated error between teamwork (X₁) and organizational commitment (Z) is normally distributed.

H₁: the estimated error between teamwork (X₁) and organizational commitment (Z) is not normally distributed.

From the research outcomes, the estimated error for the regression equation Z on X₁ displays the value of Exact Sig. (2-tailed) = 0.092 > 0.05. Thus, the research data is normally distributed.

Normality of Error Estimates between Organizational Culture (X_2) towards Organizational Commitment (Z)

H_0 : the estimated error between organizational culture (X_2) with organizational commitment (Z) is normally distributed.

H_1 : the estimated error between organizational culture (X_2) with organizational commitment (Z) is not normally distributed.

From the results of the study, the estimated error for the regression equation Z on X_2 displays the value of Exact Sig. (2-tailed) = 0.071 > 0.05. Therefore, the research data is normally distributed.

Normality of Error Estimates between Job Satisfaction (Y) and Organizational Commitment (Z)

H_0 : the estimated error between job satisfaction (Y) and organizational commitment (Z) is normally distributed.

H_1 : the estimated error between job satisfaction (Y) and organizational commitment (Z) is not normally distributed.

From the research results, the estimated error for the regression equation Z on Y suggests the value of Exact Sig. (2-tailed) = 0.065 > 0.05. Therefore, the research data is normally distributed.

Normality of Error Estimates between Teamwork (X_1) and Job Satisfaction (Y)

H_0 : the estimated error between teamwork (X_1) and job satisfaction (Y) is normally distributed.

H_1 : the estimated error between teamwork (X_1) and job satisfaction (Y) is normally distributed.

From the research results, the estimated error for the regression equation Y on X_1 suggests the value of Exact Sig. (2-tailed) = 0.070 > 0.05. Therefore, the research data is normally distributed.

Normality of Error Estimates between Organizational Culture (X_2) and Job Satisfaction (Y)

H_0 : the estimated error between organizational culture (X_2) and job satisfaction (Y) is normally distributed.

H_1 : the estimated error between organizational culture (X_2) and job satisfaction (Y) is not normally distributed.

From the research results, the estimated error for the regression equation $\hat{Y}$ on X_2 displays the value of Exact Sig. (2-tailed) = 0.113 > 0.05. Therefore, the research data is normally distributed.

Significance and Linearity of Organizational Commitment (Z) on Teamwork (X_1)

After calculating the significance and linearity test of organizational commitment (Z) on teamwork (X_1), a regression equation is obtained as follows: $\hat{Z} = 120,269 + 0,123 X_1$. The results showed that the Sig. value (0.165 > 0.05) for the organizational commitment variable (Z) on teamwork (X_1) with F_t (1;178) statistics is 3,894. The $F_{\text{count}} < F_{\text{table}}$ (1,265 < 3,894) which means H_0 is rejected and H_1 is accepted. Thus, it can be interpreted that the regression equation model $\hat{Z}$ on X_1 is linear and the linearity requirement is met.

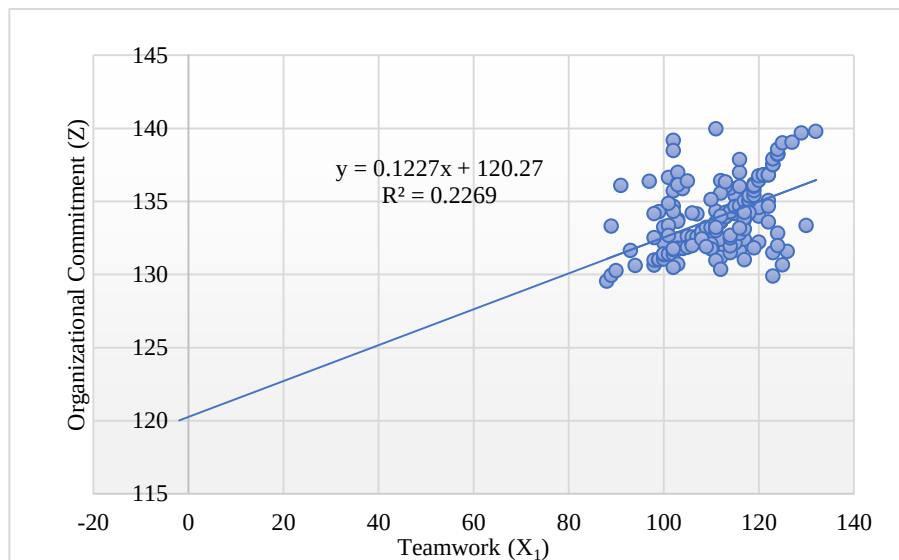


Diagram 1. Scatter Diagram of Organizational Commitment Influenced by Teamwork
Source: Processed Data by Researchers

Significance and Linearity of Organizational Commitment (Z) on Organizational Culture (X_2)

After calculating the significance and linearity tests, organizational commitment (Y) on organizational culture (X_2) a regression equation is obtained as follows: $\hat{Z} = 112,731 + 0,178 X_2$. The results showed that the Sig. value (0.082 > 0.05) for the organizational commitment variable (Z) on organizational culture (X_2) with F_t (1;178) statistics of 3,894. The $F_{\text{count}} < F_{\text{table}}$ (2,271 < 3,894) which means that H_0 is rejected and H_1 is accepted. Thus, it can be interpreted that the regression equation model $\hat{Z}$ on X_2 is linear and the linearity requirement is met.

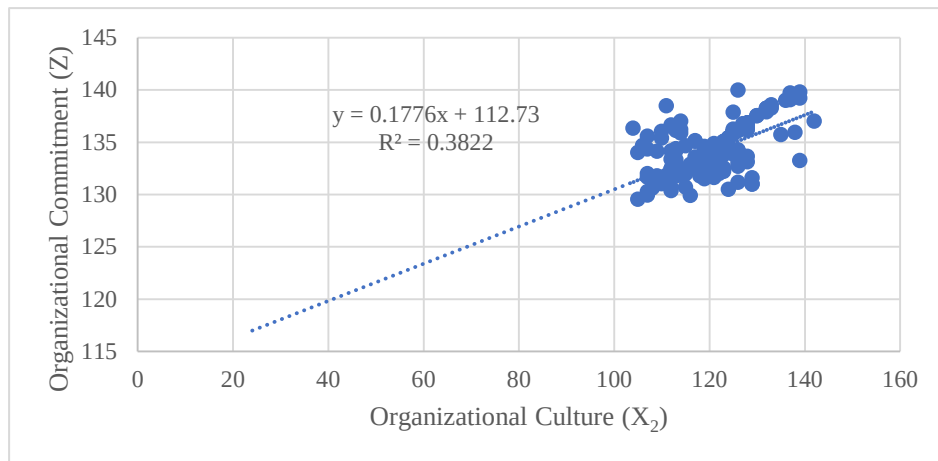


Diagram 2. Scatter Diagram of Organizational Commitment Influenced by Organizational Culture

Source: Processed Data by Researchers

Satisfaction (Y)

After calculating the test of significance and linearity of organizational commitment (Y) on job satisfaction (Y), the regression equation is $\hat{z} = 99,326 + 0,333 Y$. The results showed that the Sig. value ($0.146 > 0.05$) for the organizational commitment variable (Z) on job satisfaction (Y) with $F_t (1;178)$ statistics of 3,894. The value of $F_{count} < F_{table} (1,318 < 3,894)$ which states that H_0 is rejected and H_1 is accepted. Thus, it can be comprehended that the regression equation model of $\hat{z}$ regression on Y is linear and the linearity requirement is met.

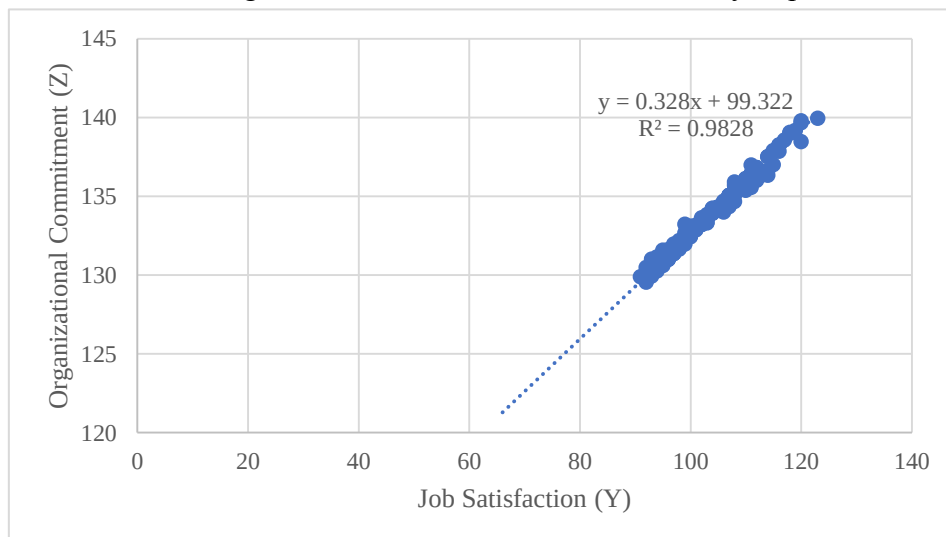


Diagram 3. Scatter Diagram of Organizational Commitment Influenced by Job Satisfaction

Source: Processed Data by Researchers

Significance and Linearity of Job Satisfaction (Y) on Teamwork (X₁)

After calculating the significance and linearity test of job satisfaction (Y) on teamwork (X₁) the regression equation is $\hat{y} = 68.191 + 0.321 X_1$. The results showed that the Sig. value ($0.180 > 0.05$) for the variable job satisfaction (Y) on teamwork (X₁) with $F_t (1;178)$ statistics of 3.894. The value of $F_{count} < F_{table}$ ($1.246 < 3.894$) which states that H_0 is rejected and H_1 is accepted. Therefore, it can be concluded that the regression equation model $\hat{y}$ on X_1 is linear and the linearity requirement is met.

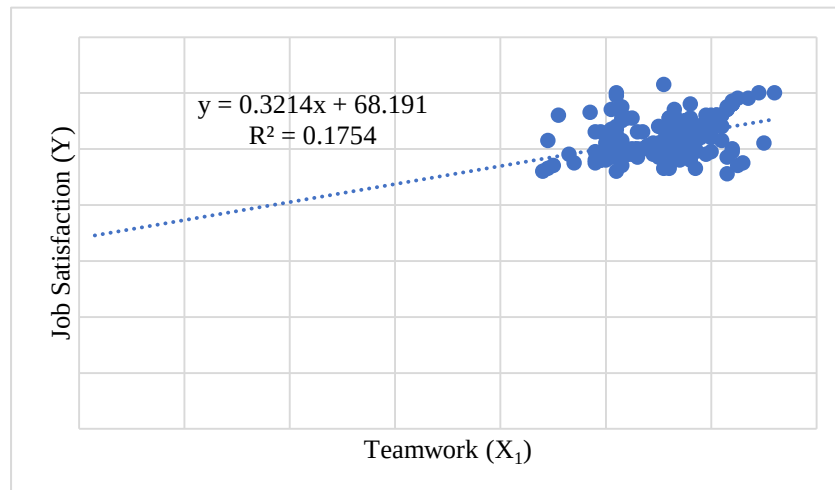


Diagram 4. Scatter Diagram of Job Satisfaction Influenced by Teamwork
Source: Processed Data by Researchers

Significance and Linearity of Job Satisfaction (Y) on Organizational Culture (X₂)

After calculating the significance and linearity test of job satisfaction (Y) on organizational culture (X₂), the regression equation is $\hat{y} = 51.726 + 0.438 X_2$. The results showed that the Sig. value ($0.061 > 0.05$) for the variable job satisfaction (Y) on organizational culture (X₂) with $F_t (1;178)$ statistics of 3.894. The value of $F_{count} < F_{table}$ ($2,239 < 3,894$) which states that H_0 is rejected while H_1 is accepted. Thus, it can be comprehended that the regression equation model of regression $\hat{y}$ on X_2 is linear and the linearity requirement is met.

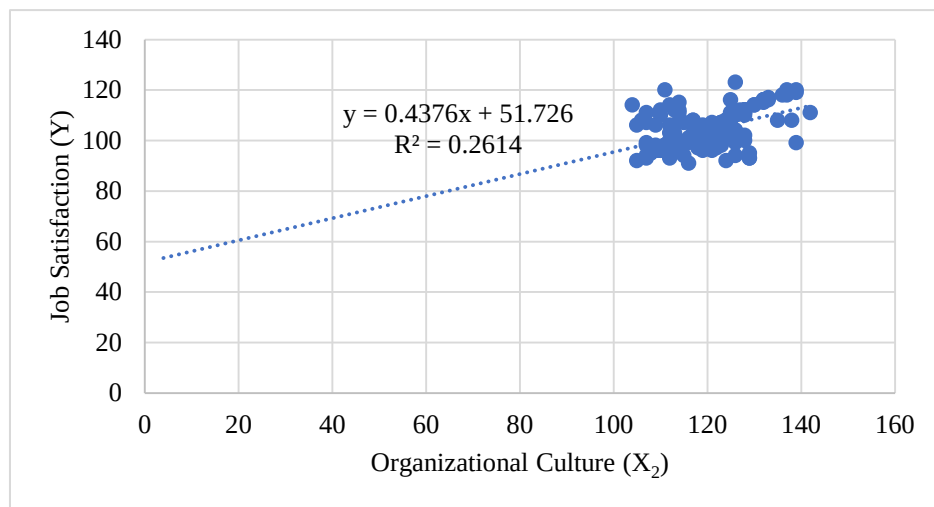


Diagram 5. Scatter Diagram of Job Satisfaction Influenced by Organizational Culture
Source: Processed Data by Researchers

The summarized results of the linearity test of the regression model is presented in the table below:

Table 2. Summarized Results of Linearity Test of Regression Model

No.	Relationship Model Between Variables	F – count	F – table	Sig.	Significance Test Results
1	Z on X ₁	1.395	3.894	0.165	Significant
2	Z on X ₂	1.486	3.894	0.082	Significant
3	Z on X ₃	1.543	3.894	0.146	Significant
4	Y on X ₁	1.543	3.894	0.180	Significant
5	Y on X ₂	1.516	3.894	0.061	Significant

Source: Processed Data by Researchers

Variable Path Coefficient Model on Substructure-1

The results of the calculation through SPSS-26 obtained the path coefficient on Substructure-1, $\hat{Z} = 96.722 + 0.005 X_1 + 0.041 X_2 + 0.306 Y$, R-Square = 0.870. It can be concluded that the contribution of the influence of teamwork variables, organizational culture, and job satisfaction on organizational commitment is 87%. The amount of influence of other variables outside X₁, X₂, and Y on Z is $\sqrt{(1 - 0.870)} = 0.361$.

Variable Path Coefficient Model on Substructure-2

The results of the calculation through SPSS-26 obtained the path coefficient on Substructure-2, $\hat{y} = 45.378 + 0.157 X_1 + 0.344 X_2$, R-Square = 0.292. It can be concluded that the contribution of the influence of teamwork variables, organizational culture, and job satisfaction on organizational commitment is

29.2%. The amount of influence of other variables outside X_1 and X_2 on Y is $\sqrt{(1 - 0.292)} = 0.841$.

Hypothesis Testing

Hypothesis testing is performed with path and regression analysis. Testing the first to fifth hypotheses was conducted using simple regression analysis, while testing the sixth to seventh hypotheses was conducted using the Sobel Test.

The first hypothesis to be tested is as follows:

- $H_0: \beta_{Z1} \leq 0$ = there is no positive indirect influence of teamwork (X_1) on organizational commitment (Z)
 $H_1: \beta_{Z1} > 0$ = there is a positive indirect influence of teamwork (X_1) on organizational commitment (Z)

The second hypothesis to be tested is as follows:

- $H_0: \beta_{Z2} \leq 0$ = there is no positive indirect influence of organization culture (X_2) on organizational commitment (Z)
 $H_1: \beta_{Z2} > 0$ = there is a positive indirect influence of organization culture (X_2) on organizational commitment (Z)

The third hypothesis to be tested is as follows:

- $H_0: \beta_{y3} \leq 0$ = there is no positive indirect influence of job satisfaction (Y) on organizational commitment (Z)
 $H_1: \beta_{y3} > 0$ = there is a positive indirect influence of job satisfaction (Y) on organizational commitment (Z)

The fourth hypothesis to be tested is as follows:

- $H_0: \beta_{y1} \leq 0$ = there is no positive indirect influence of teamwork (X_1) on job satisfaction (Y)
 $H_1: \beta_{y1} > 0$ = there is a positive indirect influence of teamwork (X_1) on job satisfaction (Y)

The fifth hypothesis to be tested is as follows:

- $H_0: \beta_{y2} \leq 0$ = there is no positive indirect influence of organizational culture (X_2) on job satisfaction (Y)
 $H_1: \beta_{y2} > 0$ = there is a positive indirect influence of organizational culture (X_2) on job satisfaction (Y)

The sixth hypothesis to be tested is as follows:

$H_0: \beta_{ZYx1} \leq 0$ = there is no positive indirect influence of teamwork (X_1) on organizational commitment (Z) through job satisfaction (Y)

$H_1: \beta_{ZYx1} > 0$ = there is a positive indirect influence of teamwork (X_1) on organizational commitment (Z) through job satisfaction (Y)

The seventh hypothesis to be tested is as follows:

$H_0: \beta_{ZYx2} \leq 0$ = there is no positive indirect influence of organizational culture (X_2) on organizational commitment (Z) through job satisfaction (Y)

$H_1: \beta_{ZYx2} > 0$ = there is a positive indirect influence of organizational culture (X_2) on organizational commitment (Z) through job satisfaction (Y)

Calculation of Direct and Indirect Influence Between Variables

The amount of direct and indirect influence is obtained from the path coefficient. The sum of direct and indirect influence is called the total influence.

Table 3. Direct and Indirect Influence on Organizational Commitment (Z)

Variable	Influence		
	Direct	Indirect	Total
Teamwork (X_1)	0.019	$0.205 \times 0.910 = 0.187$	0.206
Organizational Commitment (Z)	0.142	$0.402 \times 0.910 = 0.364$	0.506

Source: Processed Data by Researchers

From the table above, it can be explained that the teamwork variable has an indirect influence through job satisfaction on organizational commitment. This can be shown by the indirect influence of teamwork (0.187) which is greater than the direct influence (0.019). Likewise, organizational culture has an indirect influence on organizational commitment because the direct influence (0.142) is smaller than the indirect influence (0.364).

Contribution Analysis (Coefficient of Determination)

Table 4. Contribution Analysis (Coefficient of Determination)

No.	Influence between Research Variables	Coefficient Path	Coefficient Determination	Contribution (%)
1	Influence of Teamwork on Organizational Commitment	0.019	0.0003	0.04%
2	Influence of Organizational Culture on Organizational Commitment	0.142	0.0202	2.02%

3	Influence of Job Satisfaction on Organizational Commitment	0.910	0.8281	82.81%
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Source: Processed Data by Researchers

According to the results of the contribution analysis above, the arrangement of the relationship between variables is determined depending on the variable with the highest correlation coefficient.

Teamwork has a Direct Positive Influence on Organizational Commitment

From the calculation results, the path coefficient value with $\beta_{Z1} = 0.019$, while the t_{count} value = 16.350 while the t_{table} at the significance level $\alpha = 0.05$ is 1.973 for $dk = 178$ and the $t_{\text{count}} > t_{\text{table}}$, then H_0 is rejected and H_1 is accepted. Thus it can be concluded that teamwork (X_1) has a direct influence on organizational commitment (Z).

The findings of prior research studies have proven that teamwork has a direct positive influence on organizational commitment. One of which is research conducted Tumiran (2015), it was found that there was a direct influence of teamwork (X_1) on organizational commitment (X_5) with a path coefficient ($\rho_{x_5 x_1}$) of 0.50, organizational culture (X_2) on organizational commitment (X_5) with a path coefficient ($\rho_{x_5 x_2}$) of 0.10 and organizational climate (X_3) on organizational commitment (X_5) with a path coefficient ($\rho_{x_5 x_3}$) of 0.11. Based on the research findings, it can be concluded that the organizational commitment of teachers entitled as civil servants could be improved through teamwork, organizational culture, organizational climate and job satisfaction of teachers entitled as civil servants. Therefore, it can be concluded that the final findings of this research support Tumiran's research findings regarding the direct influence of teamwork on organizational commitment.

Organizational Culture has a Direct Positive Influence on Organizational Commitment

According to the calculation results, the path coefficient value is obtained with $\beta_{Z2} = 0.142$, the t_{count} value = 113.419, while the t_{table} at the significance level $\alpha = 0.05$ is 1.973 for $dk = 178$ and the $t_{\text{count}} > t_{\text{table}}$. Therefore, H_0 is rejected and H_1 is accepted. Therefore, it can be concluded that organizational culture (X_2) has a direct positive influence on organizational commitment (Z).

The results of previous research studies have proven that organizational culture has a direct positive influence on organizational commitment. One of them is research conducted by Dewi & Surya (2017) which indicates that organizational culture has a positive and significant influence on organizational commitment, with a path coefficient of 0.710 and Sig. of 0.000 below the probability value of 0.05. Based on the previous explanation, it can be concluded that organizational

culture has a significant influence on organizational commitment. Thus, the implication is that increasing the organizational culture of teachers entitled as civil servants can affect organizational commitment.

Job Satisfaction has a Direct Positive Influence on Organizational Commitment

Based on the the calculation results, the path coefficient value with $\beta_{Z3} = 0.910$ is obtained, the t_{count} value = 777.817, t_{table} at the significance level $\alpha = 0.05$ is 1.973 for $dk = 178$ and the $t_{\text{count}} > t_{\text{table}}$, thus, H_0 is rejected and H_1 is accepted. Therefore, it can be concluded that job satisfaction (Y) has a direct positive influence on organizational commitment (Z).

The results of previous research studies have proven that job satisfaction has a direct positive influence on organizational commitment. One of them is research conducted by Pratiwi (2018) which shows that job satisfaction is influenced by organizational commitment variables, both directly and indirectly. Based on this explanation, it can be concluded that the results of this research support previous findings regarding the positive direct influence of job satisfaction on organizational commitment.

Teamwork has a Direct Positive Influence on Job Satisfaction

According to the calculation results, the path coefficient value with $\beta_{y1} = 0.205$ is obtained, the t_{count} value = 2.745, t_{table} at the significance level $\alpha = 0.05$ is 1.973 for $dk = 178$ and the $t_{\text{count}} > t_{\text{table}}$ value. Therefore, H_0 is rejected and H_1 is accepted. Therefore, it can be concluded that teamwork (X_1) has a direct influence on job satisfaction (Y).

The results of previous research studies have proven that teamwork has a direct positive influence on job satisfaction. One of them is research conducted by Triwulandari (2018) which identified that there is an influence of teamwork on job satisfaction, obtained a significance value of 0.000 and the result is smaller than 0.05, and $t_{\text{count}} (6.683) > t_{\text{table}} (1.6702)$. Therefore, it can be concluded that the results of this research support previous findings regarding the positive direct influence of teamwork on job satisfaction.

Organizational Culture has a Positive Direct Influence on Job Satisfaction

This research reveals the finding that organizational culture has a positive direct influence on job satisfaction. This direct influence indicates that a high organizational culture will have implications for increasing job satisfaction. From the calculation results, the path coefficient value is obtained with $\beta_{y2} = 0.402$ while the calculated $t_{\text{value}} = 5.388$ while the t_{table} at the significance level $\alpha = 0.05$ is 1.973 for $dk = 178$ and the $t_{\text{count}} > t_{\text{table}}$ value, then H_0 is rejected and H_1 is accepted. hus it can be concluded that organizational culture (X_2) has a direct influence on job satisfaction (Y).

The results of previous research studies have proven that organizational culture has a positive direct influence on job satisfaction. The research regarding direct influence of organizational culture on job satisfaction conducted by Janićijević et al. (2018) has proven that organizational culture influences job satisfaction. Thus, the findings of this research are in line with the results of earlier related research on the positive direct influence of organizational culture on job satisfaction.

Teamwork has a Positive Indirect Influence on Organizational Commitment through Job Satisfaction

The research findings indicate that there is a positive indirect influence of teamwork on organizational commitment through job satisfaction. Therefore, if teachers can increase their job satisfaction, their organization commitment will also likely to increase.

The results of hypothesis testing indicate that teamwork has a positive indirect influence on organizational commitment. This can be seen from the positive direct influence path coefficient ($\beta X1$) on organizational commitment of 0.019, while the positive direct influence of job satisfaction on organizational commitment is 0.910, and the positive direct influence of teamwork on job satisfaction is 0.205. Thus, the positive indirect influence of teamwork on organizational commitment through job satisfaction is 0.187 (0.205×0.910). Thus, the indirect influence (0.187) > direct influence (0.019), which implies that job satisfaction has a significant influence as an intervening variable. This is also evident from the Sobel test results which obtained a value of 2.754, $t_{table} = 1,973$ (Sobel test > t_{table}), and two-tailed probability = $0,000 < 0,05$ significant level. Therefore, it is proven that the influence of teamwork on organizational commitment through job satisfaction is significant.

Organizational Culture has a Positive Indirect Influence on Organizational Commitment through Job Satisfaction

The research findings indicate that there is a positive indirect influence of organizational culture on organizational commitment through job satisfaction. Therefore, if teachers can strengthen organizational culture, job satisfaction will also increase.

The results of hypothesis testing indicate that organizational culture has a positive indirect influence on organizational commitment. This is evident from the positive direct influence path coefficient value ($\beta X2$) on organizational commitment of 0.142. There is a positive direct influence of job satisfaction on organizational commitment of 0.910. In addition, there is also a positive direct influence of organizational culture on job satisfaction of 0.402. Thus, the positive indirect influence of organizational culture on organizational commitment through job satisfaction is 0.364 (0.402×0.910). Therefore, the indirect influence (0.364) >

direct influence (0.142), which implies that job satisfaction has a significant influence as an intervening variable. This is also evident from the Sobel test results which obtained a value of 2,754, $t_{table} = 1,973$ (Sobel test > t_{table}) and two-tailed probability = 0,000 < 0,05 significant level. Thus, it is proven that the influence of organizational culture on organizational commitment through job satisfaction is significant.

SITOREM Analysis Results

The findings of the SITOREM analysis revealed that indicators which were weak and needed to be improved were mutual trust, communication, coordination, goals, values, results orientation, rules, assumptions, salary, promotion opportunities, coworkers, work, and awareness. Indicators that need to be maintained and developed are: internal and external support, supervision, group cohesion, risk taking, involvement in the organization, obligations and perceptions.

CONCLUSION

Strategies to improve organizational commitment include teamwork strengthening, organizational culture and job satisfaction. From the research results, it can be concluded that there is a positive direct influence of teamwork (X_1) on organizational commitment (Z) with a path coefficient ($\beta z1$) of 0.019, so that developing teamwork can strengthen organizational commitment. There is a positive direct influence of organizational culture (X_2) on organizational commitment (Z) with a path coefficient ($\beta z2$) of 0.142, so that developing organizational culture can strengthen organizational commitment. There is also a positive direct influence of job satisfaction (Y) on organizational commitment (Z) with a path coefficient ($\beta z3$) of 0.910, so that developing job satisfaction may strengthen organizational commitment. There is a positive direct influence of teamwork (X_1) on job satisfaction (Y) with a path coefficient ($\beta y1$) of 0.205, so that strengthening teamwork can strengthen job satisfaction. There is a positive direct influence of organizational culture (X_2) on job satisfaction (Y) with a path coefficient ($\beta y2$) of 0.402, so that developing organizational culture may strengthen job satisfaction. There is a positive indirect influence of teamwork (X_1) on organizational commitment (Z) through job satisfaction (Y), which is 0.187 with a Z value of 2.754, so that developing teamwork can strengthen organizational commitment through increased job satisfaction. There is a positive indirect influence of organizational culture (X_2) on organizational commitment (Z) through job satisfaction (Y) = 0.364 with a Z value of 5.375, so that developing organizational culture can strengthen organizational commitment through increased job satisfaction.

Strategies to increase organizational commitment that can be implemented to strengthen teamwork, organizational culture, and job satisfaction variables are

by improving weak indicators and maintaining good indicators. Teamwork can be strengthened by improving mutual trust, communication, coordination and goals, then maintaining indicators of group cohesion, internal and external support. Organizational culture can be strengthened by improving indicators of values and norms, results orientation, rules, assumptions, and maintaining indicators of risk taking. Meanwhile, job satisfaction can be strengthened by improving salary indicators, opportunities for promotion, coworkers and work, then maintaining supervision indicators.

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