

The Influence of Formation Culture, Organization and Job Satisfaction to Commitment of Education Personnel At New College

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ABSTRACT

This study aims to examine the influence of organizational culture and job satisfaction on organizational commitment among educational staff at newly established private higher education institutions. Newly founded universities face challenges in developing a strong organizational culture while simultaneously maintaining job satisfaction to foster long-term employee commitment. This research employed a quantitative approach using a survey design. The population consists of all educational staff at a private university in South Lampung Regency that has been established for less than five years. A total of 35 respondents were selected using a saturated sampling technique. Data were collected through a Likert-scale questionnaire and analyzed using multiple linear regression analysis. The results reveal that job satisfaction has a positive and significant effect on organizational commitment when tested partially. In contrast, organizational culture does not have a significant partial effect on organizational commitment. However, simultaneous testing indicates that organizational culture and job satisfaction together have a positive and significant influence on organizational commitment. These findings suggest that in newly established higher education institutions, job satisfaction plays a dominant role in shaping the commitment of educational staff, while organizational culture requires time to be fully internalized. This study recommends that new universities prioritize policies aimed at improving job satisfaction and continuously strengthening the internalization of organizational culture to enhance organizational commitment among educational staff.

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1. INTRODUCTION

The strategic role of educational staff (tendik) in supporting the tridharma of higher education is very crucial, considering that they are the spearhead of services for students, lecturers, and the wider community (Nooryani et al. , 2016). Therefore, the presence of qualified and highly committed educational staff is a vital element in achieving the goals of educational institutions (Fadhil & Ashoer , 2020; Nooryani et al. , 2016). Developing a strong and positive organizational culture can significantly influence employee commitment, which in turn improves overall organizational performance (Sa'adah et et al. , 2025; Yusuf, 2019).

The challenge for newly established universities is to form a cohesive institutional identity and instill core values that support long-term commitment among educational staff (Elfisa et al. , 2024). The importance of organizational culture as a foundation for shaping work behavior and staff loyalty . Management, as a combination of art and science in planning, organizing, placing, and supervising resources, plays a central role in shaping and managing organizational culture to achieve institutional goals (MUFIDAH, 2025). The formation of this culture begins with the institutional leadership who establishes the vision, mission, and values of the campus, which then influence communication and adaptation patterns in maintaining academic culture (nd). Institutional leadership has a major influence in shaping acceptable behavior and creating an intense internal atmosphere, which in turn will influence employee commitment to the organization (Simbolon, 2017, nd). Regulations issued by institutional leadership serve as a fundamental reference for lecturers and staff in carrying out their main duties and functions, although sometimes there is still a tendency to ignore performance for the sake of accreditation or employer branding * (Arwildayanto , 2017). Nevertheless, the role of universities in transmitting cultural values and reproducing culture in society remains essential, influencing individual time preferences, identity, beliefs, and generosity (n.d).

Organizational commitment is a key factor in the sustainability and stability of human resources in the early stages of higher education growth. The main problem often arises from administrative staff lacking discipline in attendance and service, caused by a less than conducive organizational climate and a suboptimal work culture (Soemadi , 2021).

2. METHOD

This study used a quantitative approach with a survey design aimed at testing the hypothesis regarding the influence of organizational culture on educational staff commitment. A quantitative approach was chosen because it allows for objective and measurable testing of relationships between variables through statistical analysis (Lubis & Harmen, 2025; Mufidah, 2025). Data collection was conducted using a structured questionnaire compiled based on research variable indicators and measured using a Likert scale to systematically obtain data on respondents' perceptions.

This research was conducted at a private university established less than five years ago in South Lampung Regency, with the research object being all educational staff, both administrative and functional staff. The research population included all educational staff actively working at the university. Given the relatively small population size of 35 people, this study used a saturated sampling technique (census), in which all members of the population were used as research respondents. This approach was chosen to obtain a comprehensive picture and reduce the potential for sampling bias, so that the research results are expected to accurately represent the empirical conditions of educational staff (Rose, 2019).

Table 1.1

Variables and Definitions Operational

Variables	Dimensions	Indicator	Statement	Statement No.
Culture Organization (X1)	Innovation and Adoption Risk	Encouragement innovation	Institution push power education For put forward new ideas	X1.1
		Courage take risk	Leader give tolerance to risk in implementation work	X1.2
	Attention to Detail	Accuracy Work	I was sued For Work in a careful and precise	X1.3
		Standard quality Work	Work must completed in accordance standards that have been set	X1.4
	Results Orientation	Focus on achieving targets	Achievement results Work more prioritized compared to procedure Work	X1.5
		Evaluation performance based results	Evaluation performance based on the results work achieved	X1.6
	People Orientation	Attention to well-being	Leader notice impact decision to power education	X1.7
		Award individual	Contribution individual valued in a way fair	X1.8
	Team Orientation	Work The same team	Work more Lots completed through Work team	X1.9
		Solidarity Work	I feel become part from team solid work	X1.10
	Aggressiveness	Spirit compete	Educational staff pushed For Work in a way competitive	X1.11
		Proactive in work	I was sued For proactive in finish task	X1.12
	Stability	Consistency policy	Policy organization relatively stable and not often changed	X1.13
		Security Work	I feel safe and comfortable working in an institution This	X1.14
Satisfaction Work (X2)	Wages	Compliance wages	The salary I get accept in accordance with burden Work	X2.1
		Justice income	System payroll felt fair	X2.2
	Promotion	Chance promotion	I have equal opportunity For promotion position	X2.3
		Transparency promotion	Promotion process done in a way transparent	X2.4
	Supervision	Support superior	Superior give guidance in Work	X2.5
		Leadership style	Superior behave fair and professional	X2.6
	Work colleague	Connection Work	I have connection harmonious work with colleague Work	X2.7
		Work The same	Work colleague each other help in finish task	X2.8
	The Job Itself	Compliance work	The work that I do do in accordance with ability I	X2.9

		Satisfaction to task	I feel satisfied with the work that I do live it	X2.10
Commitment Organization (Y)	Commitment Affective	Attachment emotional	I feel proud become part from institutions This	Y1
		A sense of belonging	I feel institutions This like House Alone	Y2
	Commitment Sustainable	Cost leave organization	It will be detrimental I If leave institutions This	Y3
		Consideration economy	It's hard for I For leave work This	Y4
	Commitment Normative	Moral obligation	I feel obliged For still working in an institution This	Y5
		Loyalty	I feel must loyal to the institution This	Y6

- Variables independent : culture organization and commitment organization
- Variables dependent : commitment organization power education .

2.1 Data Collection Techniques

Questionnaire in research This use Likert scale designed for measure level agreement respondents to statements related with variables research, allowing quantification perception and attitude employee to culture organization and level commitment they (Rustanti et al., 2025). Survey collected through questionnaire as instrument research, testing hypothesis, and analyze connection causal between variables (Wandara & Wibawa, 2020). This data Then will analyzed use method statistics descriptive and inferential For get deep understanding about influence culture organization to commitment organizational power education (Pratama & Suwandana , 2020). Analysis multiple linear regression will used for test hypothesis, highlighting connection positive and significant between justice organization, culture organization and empowerment employee to commitment organizational (Isnanto & Dewi, 2020).

2.2 Data Analysis Techniques

Validity and reliability test Done For ensure instrument study measure what it should be measured (validity) and provide consistent results (reliability) (Rustanti et al., 2025). Furthermore, tests for normality, multicollinearity, and heteroscedasticity will be implemented for ensure regression model assumptions fulfilled before interpretation results (Riono et al., 2020). Analysis descriptive will used for describe characteristics of respondent data, whereas analysis inferential, including analysis regression multiple, will be implemented for test influence variables independent to variables dependent (Elena & Surya, 2024; MUFIDAH, 2025). This study will also utilise help device soft statistics like SPSS for processing the collected quantitative data from questionnaire, which includes data on the level of presence employees and structure organization (Isnanto & Dewi, 2020; Pratama & Dewi, 2020). Hypothesis testing will confirm to what extent culture organization influence commitment power education in a way significant, with ensure that instruments used has passed strict validity and reliability tests (Rafania et al., 2025).

3. RESULTS AND DISCUSSION

This research was conducted at a relatively new private university in South Lampung Regency, established less than five years ago. This institutional setting provides a relevant context for examining the evolving organizational culture and its implications for job satisfaction and commitment among educational staff.

A total of 35 educational personnel participated as research respondents, with a composition of 57.14% male and 42.86% female, which reflects the factual demographic structure of educational personnel. In terms of age, the majority of respondents were in the 25–30 years range (42.86%), followed by those under 25 years old (28.57%), and the 31–35 and 36–40 age groups, each at 14.29%. This distribution indicates the dominance of the productive age group which is relatively adaptive to organizational dynamics.

Based on educational level, the majority of respondents had a Bachelor's degree (71.43%), while respondents with a high school/vocational high school/equivalent and a Master's degree each accounted for 14.29%. In terms of employment status, 57.14% of respondents were experienced educational staff, while 42.86% were recent graduates, reflecting a combination of work experience and human resource development potential. Furthermore, the majority of respondents had worked for 1–2 years (71.43%), while the remainder had worked for more than two years, indicating that the process of internalizing organizational values and forming institutional commitment is still dynamic.

Table 3.1
ANOVA Test Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	199,020	2	99,510	855,442	.000 ^b
	Residual	3,722	32	.116		
	Total	202,743	34			

a. Dependent Variable: Commitment Organization

b. Predictors: (Constant), Job Satisfaction, Culture Organization

The results of the ANOVA test show F value of 855.442 with level significance of 0.000 (< 0.05), which indicates that the regression model used significant and worthy. The value indicates that Satisfaction Work and Culture Organization in a way simultaneous influential significant to Commitment Organization, so that the regression model can used for explain connection between variables in study This.

Table 3.2
Regression Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-1,753	1,466		-1.196	.240
Culture Organization	.056	.134	.094	.417	.679
Satisfaction Work	.561	.142	.897	3,962	.000

Source : Processed data, 2026

Based on coefficient test results regression, it is known that variables Culture Organization own mark coefficient regression of 0.056 with t value of 0.417 and the level significance of 0.679 (> 0.05). This result show that in a way partial Culture Organization No influential significant to Commitment Organization. On the other hand, the variable Satisfaction Work show coefficient regression of 0.561 with t value of 3.962 and the level significance of 0.000 (< 0.05), which indicates that Satisfaction Work influential positive and significant to Commitment Organization. With thus, it can conclude that in the regression model this, Satisfaction Work is the most dominant variable in influence

Commitment Organization, whereas Culture Organization No give influence significant in a way direct.

Table 3.3
Research Hypothesis

Hypothesis Code	Formulation Hypothesis	t/F value	Sig.	Decision
H1	Culture Organization influential to Commitment Organization	t = 0.417	0.679	Rejected
H2	Satisfaction Work influential to Commitment Organization	t = 3.962	0,000	Accepted
H3	Culture Organization and Job Satisfaction in General simultaneous influential to Commitment Organization	F = 855,442	0,000	Accepted

Source : Processed data, 2026

V. Conclusions and Recommendations

5.1 Conclusion

Findings main study This show that Satisfaction Work is factor key that is significant influence Commitment Organization power education at universities tall relatively private new. Test results hypothesis in a way partial confirm that the taller level satisfaction perceived work power education, increasingly strong commitment they to institutions, so that objective study for identify determinant main commitment organization can achieved.

On the contrary, research This find that Culture Organization Not yet influential significant in a way direct to Commitment Organization. Findings This indicates that in context organizations that are still be at the stage beginning development, culture organization Not yet fully internalized by energy education, so that its influence to commitment tend nature No direct or still need time for develop.

In addition, the results testing simultaneous show that Culture Organization and Job Satisfaction in General together influential significant to Commitment Organization. Findings This confirm that although Culture Organization No influential in a way partial, variable the still own role important in strengthen the model when combined with Job Satisfaction. In general, this research reaches the goal with give proof empirical that strengthening satisfaction work, supported by the formation process culture sustainable organization, is the main strategy in increase commitment organization power education.

5.2 Recommendations

Strengthening culture organization and improvement commitment power education need directed at affirmation integrated core values of the organization in policies, leadership, and systems Work institution. Leadership sued for play a role active as example in implementation values supported by a continuous internalization program through orientation, training-based value, and effective internal communication. These findings confirm that satisfaction Work is lever main commitment organization, so that policy improvement satisfaction work — through clarity role, system fair reward, environment Work conducive, as well as development planned career — to become priority strategic. Implementation policy This need monitored through indicator performance measurable main impact directly on stability, performance, and sustainability institutions.

5.3 Limitations of the Research and Further Research

This study show that satisfaction Work influential positive and significant to commitment organization, while culture organization Not yet influential significant in a way partial, although give contribution in a way simultaneous in the research model. Findings

This need interpreted with consider limitations research, especially context relative institutions new, which indicates that culture organization Still be at the stage beginning internalization so that its influence to commitment organization Not yet fully formed. In addition, the use of design cut latitude and limitations amount respondents limit ability study in catch dynamics change culture, satisfaction work and commitment organization in a way sustainable. Therefore that, research furthermore recommended for use longitudinal approach, expanding coverage objects and characteristics respondents, as well as test role variables mediation or moderation in order to obtain greater understanding comprehensive about mechanism connection between variables studied.

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