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The Influence of Organizational Culture, Organizational Commitment, on Motivation and Job Satisfaction of Employees and Lecturers at Muhammadiyah University of Palu

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Article Info	ABSTRACT
	In the context of the world of work, the influence of organizational culture and organizational commitment on motivation and job satisfaction is an increasingly relevant research topic. Organizational culture reflects the values, norms, and beliefs held together by members of an organization, while organizational commitment reflects the level of attachment and loyalty of individuals to the organization where they work. These two factors are believed to have an important role in shaping employee motivation and job satisfaction. Therefore, this study aims to analyze the influence of organizational culture and organizational commitment on the motivation and job satisfaction of employees and lecturers in an organizational environment. This research is a quantitative study. This research was conducted at the Muhammadiyah University of Palu, using 129 respondents consisting of employees and lecturers as research samples. The data analysis used in this study was through structural equation modeling (SEM) analysis. The results of this study indicate that organizational culture and organizational commitment have a positive and significant effect on motivation and job satisfaction. Furthermore, organizational culture and organizational commitment have a positive and significant effect on job satisfaction mediated by work motivation. By creating a motivating and satisfying work environment, universities can improve academic and administrative performance, which in turn will improve the reputation and attractiveness of the institution to prospective students and other stakeholders.

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INTRODUCTION

The existence of human resources (HR) is the power of thought and work of humans that is still stored within themselves, which needs to be explored, fostered, and developed to be utilized optimally for the welfare of human life (Istijanto 2013). This ability will influence human attitudes and behavior in achieving

life goals, both individually and together. The human resources needed today are resources that have good morals, discipline, productivity and good loyalty to the company so that employees are able to describe the vision and mission that have been agreed upon together in order to achieve the goals of the company or organization (Nadeak 2019). Given the importance of (HR) in an organization, in order to ensure the survival of the organization, the role of management is no longer only the responsibility of employees or workers, but is the responsibility of the company's leadership (Abdullah 2014). Management of HR management must of course be carried out by professional leaders (Utamy, Ahmad, and Eddy 2020). For that, HR management can be interpreted as the management and utilization of resources available to individuals (employees/staff), by a leader, the management and utilization are developed optimally in the business world to achieve the company's goals and the development of individual humans in the company in an integrated manner (Hanggraeni 2012). In addition, HR management also emphasizes strategic interests and processes, HR management for the sake of the continuity of organizational or company activities continuously (Nawawi 2001).

In the era of globalization and increasingly tight competition, educational organizations such as Universitas Muhammadiyah Palu must be able to understand and manage the factors that influence motivation and job satisfaction. Organizational culture and organizational commitment are critical elements that can form a dynamic and productive work climate in the University environment.

Organizational culture has a central role in shaping the norms, values, and behaviors that are applied in every layer of the organization (As et al. 2023). The influence of a strong organizational culture can create a harmonious work environment and provide a shared identity for all members of the organization (Asi and Gani 2021).

Organizational commitment, as the level of attachment and loyalty of organizational members to goals and values, also forms the essence of motivation and job satisfaction (Baihaqi and Suharnomo 2010). A high level of commitment can have a positive impact on increasing productivity and performance (Agustian, Poernomo, and Puspitaningtyas 2018).

In the context of dynamic changes in the world of education and global competition, a deep understanding of these factors will provide a positive contribution in improving the quality of employee and lecturer performance. Therefore, this study has high relevance in supporting the development of effective and efficient human resource management strategies in the university environment. Thus, this study is expected to provide a positive contribution to the development and improvement of organizational quality, as well as provide better policy direction at the University of Muhammadiyah Palu.

LITERATURE REVIEW
Relationship of Organizational Culture to Motivation

Organizational culture will increase employee work motivation by giving them a sense of belonging, loyalty, trust and values and encouraging them to think positively about themselves and the organization (Sugiarto 2013). Thus, the organization maximizes employee potential and wins the competition. This is supported by several previous studies (Jufrizen et al. 2021) in their research found that organizational culture has a positive and significant effect on work motivation. Research conducted by (Suriyanti 2020) and (Paais and Pattiruhu 2020) found that organizational culture has a positive and significant effect on work motivation. (Catania and Randall 2013) in their research found that organizational culture has a positive and significant effect on work motivation, where the more conducive between superiors and subordinates, employees with fellow employees and the support of the company's management environment, the more it increases the sense of comfort in the work environment so that it can encourage employee work motivation. This statement is reinforced by the findings of (Anisya, Supriyanto, and Ekowati 2021) that organizational culture has a positive and significant influence on work motivation.

H1: It is suspected that there is a positive and significant influence of organizational culture on work motivation.

Relationship between Organizational Culture and Job Satisfaction

Organizational culture is believed to influence individual attitudes towards outcomes, such as commitment, motivation, morale and satisfaction (Farid et al. 2020). This opinion is in line with (Chatman and Barsade 1995) (Farid et al. 2020) which states that employee performance is greatly influenced by organizational culture.

An individual's job satisfaction depends on individual characteristics and work situations (Wiliandari 2015). In general, job satisfaction is assessed subjectively because each individual has a different level of satisfaction. The more aspects that are accepted by him, the more satisfied the individual is in working.

(Panagiotis, Alexandros, and George 2014) put forward a model of the relationship between Organizational Culture and Job Satisfaction. A strong culture will lead to high job satisfaction. Conversely, a weak culture will lead the organization to low job satisfaction.

From the several opinions above regarding job satisfaction, it can be concluded that job satisfaction is

the attitude that workers have towards their work which is realized as being happy or unhappy.

H2: It is suspected that there is a positive and significant influence of organizational culture on job satisfaction.

Relationship between Organizational Commitment and Motivation

In order to increase employee motivation, organizations need to pay attention to the interests of employees who have various needs (Pademe, Farid, and Awaludin 2022). The desire to fulfill various needs is seen as a driver or motivator for someone to do something, including doing work or working. A professional employee cannot escape the fact that they are individuals who also have needs, desires, and expectations from their place of work. The desire to fulfill these needs will influence the work motivation in each individual to do everything better than others in carrying out activities to achieve goals.

In relation to the influence of organizational commitment factors on employee work motivation, several previous researchers such as those stated by (Widyastuti 2009) in their research stated that there is a positive relationship between organizational culture and organizational commitment. (Bodroastuti, Riszaeni, and Suhaji 2018) in their research on work motivation on organizational commitment through satisfaction stated that there is an indirect influence of organizational culture and work motivation on organizational commitment through job satisfaction.

Research from (Sylvia 2009) that there is a significant influence of organizational commitment on employee work motivation, meaning that the higher the employee's commitment to the organization, the employee's work motivation will also increase. Organizational commitment is something that has a very important influence on work motivation (Tania 2013).

H3: It is suspected that there is a positive and significant influence of organizational commitment on work motivation.

Relationship between Organizational Commitment and Job Satisfaction

Job satisfaction greatly influences organizational commitment (Puspitawati and Riana 2014). This shows that the better the job satisfaction felt by employees, the higher the organizational commitment, and vice versa if employees feel dissatisfied, it will reduce their commitment to the company.

One of the factors that makes employees stay in a company is organizational commitment. According to (Yusuf and Syarif 2018) organizational commitment is an attitude that reflects the extent to which an individual knows and is bound to their organization. Commitment means the employee's desire to maintain their membership in the organization and is willing to make high efforts to achieve organizational goals.

(Sjahruddin and Sudiro 2013) state that organizational commitment is an attitude that reflects employee loyalty to the organization and an ongoing process in which members of the organization express their concern for the organization and its continued success and progress. According to (Shaleh and Firman 2018) commitment means the employee's desire to maintain their membership in the organization and is willing to make high efforts to achieve organizational goals.

Employees who are committed to the organization are more likely to stay in the organization than individuals who are not committed (Nurapiah and Rukhayati 2021). Employees who have high commitment tend to show high involvement in the form of attitudes and behaviors. Organizational commitment leads an employee to make the best contribution to the progress of the company, regardless of what the company can give him. Employees will tend to stay working for companies that have similar values and goals to their own.

H4: It is suspected that there is a positive and significant influence of organizational commitment on job satisfaction.

Relationship between organizational culture and job satisfaction through work motivation

Organizational culture includes values, beliefs, norms, and behaviors that develop within an organization (Hakim 2016). A strong and positive culture can influence employee motivation and job satisfaction (Koesmono 2005). A culture that promotes collaboration, innovation, and appreciation for employees tends to increase job satisfaction and work motivation (Novianti 2011). Then organizational commitment is the level of employee attachment, identification, and loyalty to the organization where they work. Employees who have a high level of commitment are more likely to have higher job satisfaction and greater motivation to achieve organizational goals (Rahman, Rajindra, and Mayangsari 2020).

Job satisfaction is an individual's perception of the extent to which their work meets or exceeds their expectations and needs (Wibowo, Riana, and Putra 2015). Job satisfaction can be influenced by various factors, including the work environment, compensation, recognition, and opportunities for development (Kiswuryanto and Djastuti 2014). Employees who are satisfied with their jobs tend to be more motivated to do their jobs well. And work motivation is an internal or external drive that drives individuals to do their jobs well (Yunita, Supriadi, and Awaludin 2021). Work motivation can be influenced by various factors, including individual needs, personal and organizational goals, rewards, and recognition. An organizational culture that supports intrinsic and extrinsic motivation tends to increase employee work motivation (Pademe,

Farid, and Awaludin 2022). In this context, a positive organizational culture can create an environment where employees feel committed to the organization, are satisfied with their jobs, and are motivated to do their jobs well. Conversely, a negative organizational culture or one that is not in line with employees' values and needs can reduce their commitment, job satisfaction, and work motivation. Therefore, it is important for organizations to pay attention to their organizational culture and ensure that it supports employee needs and motivation.

H5: It is suspected that there is a positive and significant influence of organizational culture on job satisfaction through work motivation.

Relationship between organizational commitment and job satisfaction through work motivation

The relationship between organizational commitment, job satisfaction, and work motivation has been an important topic in the human resource management literature. Perception of organizational support, individuals who feel that their organization supports them tend to have a higher level of commitment to the organization (Sinambela 2021). This organizational support can affect employee work motivation by increasing their satisfaction with the work environment and thus increasing their motivation to perform better (Lukman, Rajindra, and Rukhayati 2020).

Identification with organizational values, employees who feel they have values that are in line with the values of their organization usually have a higher level of commitment to the organization. This can affect their work motivation because they feel more connected to the goals and mission of the organization, which in turn can increase job satisfaction.

Reward and recognition, organizations that provide rewards and recognition to high-performing employees tend to have a higher level of commitment from these employees (Siswatiningsih, Raharjo, and Prasetya 2016). These rewards can be in the form of financial incentives, promotions, or public recognition for their achievements. Providing appropriate rewards and recognition can increase employee work motivation, which will ultimately increase job satisfaction (Pitasari and Perdhana 2018).

Career development opportunities, organizations that provide opportunities for employees to develop their careers usually have a higher level of commitment from these employees. These opportunities can be in the form of training and development, job rotation, or internal promotions. Employees who feel that they have opportunities to develop within the organization tend to be more motivated to work harder, which in turn can increase job satisfaction (Kadir et al. 2020).

Thus, organizational commitment can affect job satisfaction through work motivation resulting from various factors such as organizational support, identification with organizational values, reward and recognition, and career development opportunities.

H6: It is suspected that there is a positive and significant influence of organizational commitment on job satisfaction through work motivation
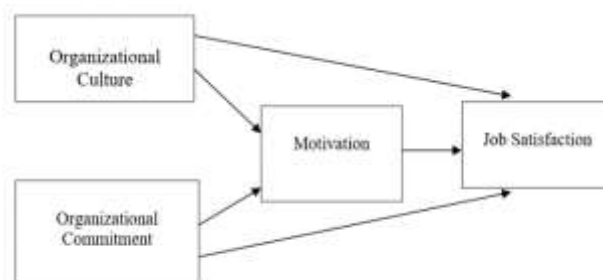

Figure 1. Research Framework

METHODOLOGY

This research approach uses quantitative methods. This research was conducted at Muhammadiyah University of Palu on organizational culture, organizational commitment, on employee motivation and job satisfaction. Which was completed within a period of 3 (three) months, from the time the research was conducted in September - November 2023. The sample in this study was 129 people, consisting of lecturers and employees. This study uses a data collection technique with a questionnaire. Each answer point on the questionnaire is scored using a Likert scale. Data obtained from the questionnaire or survey is in the form of a score value. To determine the score of the questionnaire answer choices using a Likert scale. According to (Sugiyono 2014) the Likert scale is used to measure the attitudes, opinions, and perceptions of a person or group of people about social phenomena. The scoring criteria for alternative answers for each item are as follows: (1) Score 5 for the answer strongly agree, (2) Score 4 for the answer agree, (3) Score 3 for the answer less agree, (4) Score 2 for the answer disagree, (5) Score 1 for the answer strongly disagree. Meanwhile, the data analysis used in this study was through descriptive analysis and Structural Equation Modeling (SEM) analysis.

RESULTS

Structural Model (Inner Model)

Testing of the inner model or structural model is carried out to see the relationship between constructs, significance values and R-square of the research model.
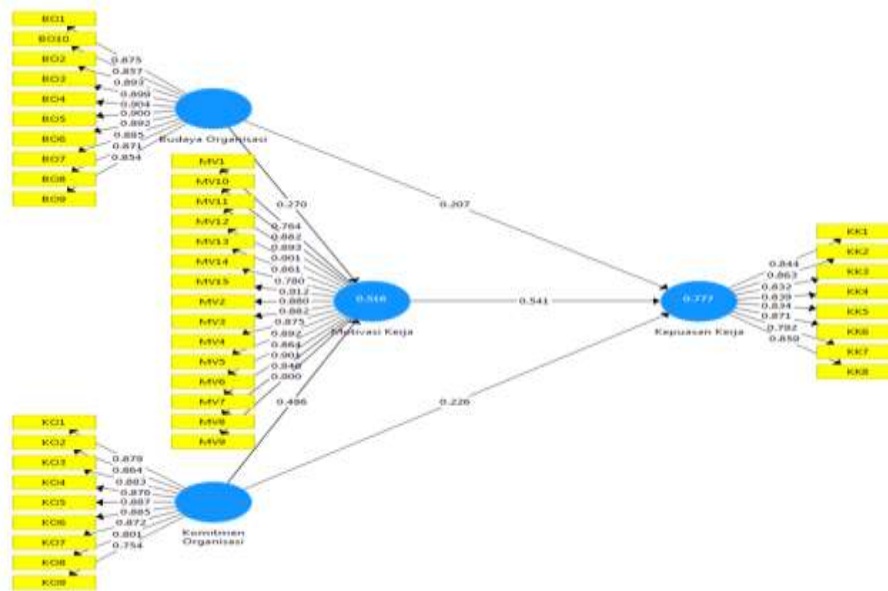

Figure 2. Structural Model
Source: SmartPLS Output Results (v.3.2.9)

Based on the table above, the R-Square value of the Job Satisfaction variable is 0.777, this value means that the Job Satisfaction variable can be explained by the independent variable of 77.7% and the remaining 22.3% can be explained by other variables not included in this study. While the adjusted R-Square value of the Work Motivation variable is 0.516, this value means that the Work Motivation variable can be explained by the independent variable of 51.6% and the remaining 48.4% can be explained by other variables not included in this study.

Predictive Relevance (Q-Square)

Predictive relevance is a test conducted to show how good the observation value is produced using the blindfolding procedure by looking at the Q-square value. If the Q-square value> 0 then it can be said to have a good observation value, while if the Q square value <0 then it can be stated that the observation value is not good. Q-Square predictive relevance for structural models, measures how well the conservation value is produced by the model and also its parameter estimates.
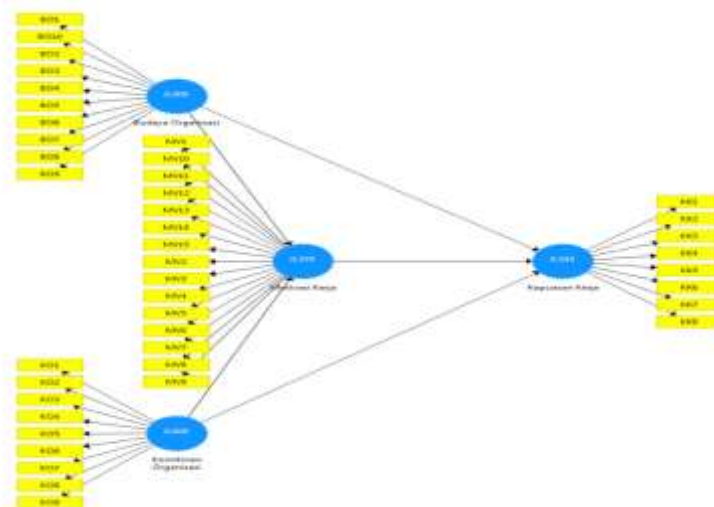

Figure 3. Predictive Relevance
Source: SmartPLS Output Results (v.3.2.9)

Based on the data presented in the image above, it can be seen that the Q-square value on the dependent variable is > 0. By looking at this value, it can be concluded that this study has a good observation value because the Q-square value is > 0 (zero).

Hypothesis Testing Results

Structural relationship model testing is to explain the relationship between variables in the study. Structural model testing is carried out through testing using PLS software. The basis used in testing the hypothesis directly is the image output or the values contained in the path coefficients output. The basis used to test the hypothesis directly is if the p value <0.05 (significance level = 5%) and the T statistic value> 1.960, then it is stated that there is a significant influence of exogenous variables on endogenous variables. The following is a complete explanation of hypothesis testing:
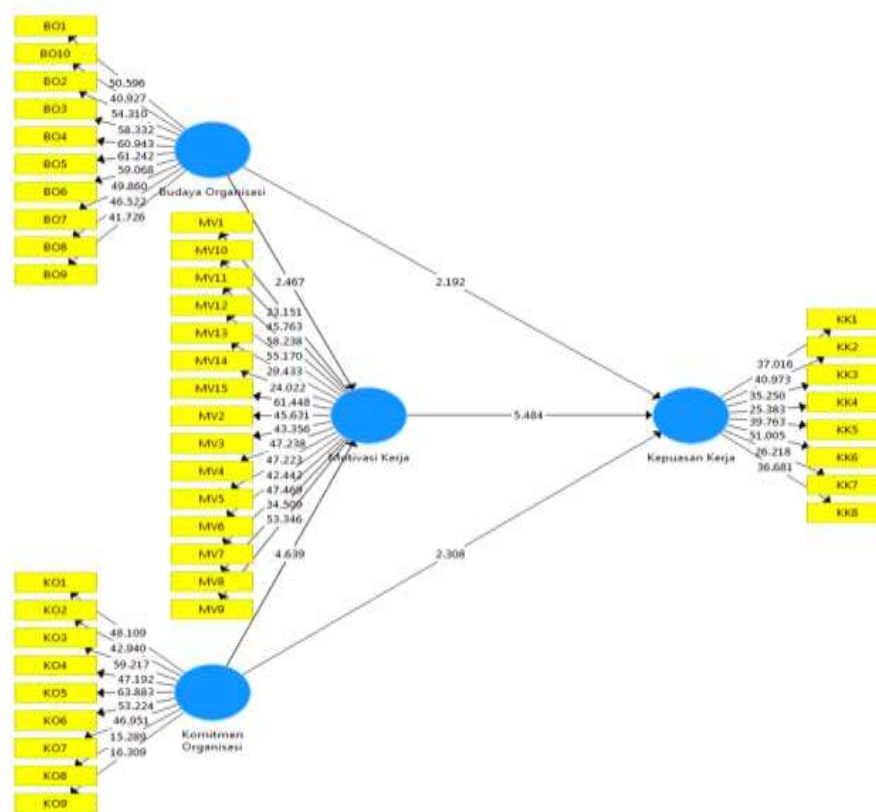
Figure 4. Hypothesis Testing
Source: SmartPLS Output Results (v.3.2.9)

In PLS statistical testing of each hypothesized relationship is done using simulation. In this case, it is done using the bootstrapping method on the sample. The following are the results of the PL bootstrapping analysis:

The Influence of Organizational Culture on Work Motivation

The results of the first hypothesis test, namely the Influence of Organizational Culture on Work Motivation, show a coefficient value of 0.270, p-values of 0.014 <0.05 and t-statistics of 2.467> 1.960. These results indicate that Organizational Culture has a positive and significant effect on Work Motivation. So that the hypothesis that states that "Organizational Culture Has a Positive and Significant Effect on Work Motivation" H1 is accepted.

The Influence of Organizational Culture on Job Satisfaction

The results of the second hypothesis test, namely the Influence of Organizational Culture on Job Satisfaction, show a coefficient value of 0.207, p-values of 0.029 <0.05 and t-statistics of 2.192> 1.960. These results indicate that Organizational Culture has a positive and significant effect on Job Satisfaction. So the hypothesis that states that "Organizational Culture has a Positive and Significant Effect on Job Satisfaction" H2 is accepted.

The Effect of Organizational Commitment on Work Motivation

The results of the third hypothesis test, namely the Influence of Organizational Commitment on Work Motivation, show a coefficient value of 0.486, p-values of 0.000 <0.05 and t-statistics of 4.639> 1.960. These results indicate that Organizational Commitment has a positive and significant effect on Work Motivation. So the hypothesis that states that "Organizational Commitment Has a Positive and Significant Influence on Work Motivation" H3 is accepted.

The Effect of Organizational Commitment on Job Satisfaction

The results of the fourth hypothesis test, namely the Effect of Organizational Commitment on Job Satisfaction, show a coefficient value of 0.226, p-values of 0.021 <0.05 and t-statistics of 2.308> 1.960. These results indicate that Organizational Commitment has a positive and significant effect on Job Satisfaction. So the hypothesis that states that "Organizational Commitment Has a Positive and Significant Effect on Job Satisfaction" H4 is accepted.

The Effect of Organizational Culture on Job Satisfaction Mediated by Work Motivation

The results of the first hypothesis test, namely the Effect of Work Motivation on Job Satisfaction, show a coefficient value of 0.541, p-values of 0.000 <0.05 and t-statistics of 5.484> 1.960. The results show that Organizational Culture has a positive and significant effect on Job Satisfaction Mediated by Work Motivation. So the hypothesis that states that "Work Motivation is Able to Mediate the Effect of Organizational Culture on Job Satisfaction" H5 is accepted.

The Influence of Organizational Commitment on Job Satisfaction Mediated by Work Motivation

The results of testing the fifth hypothesis, namely the Influence of Organizational Culture on Job Satisfaction Mediated by Work Motivation, show a coefficient value of 0.146, p-values of 0.042 <0.05 and t-statistics of 2.041> 1.960. These results indicate that Organizational Commitment has a positive and significant effect on Job Satisfaction Mediated by Work Motivation. So that the hypothesis that states that "Work Motivation Can Mediate the Influence of Organizational Commitment on Job Satisfaction" H6 is accepted.

The Influence of Work Motivation on Job Satisfaction

The results of testing the sixth hypothesis, namely the Influence of Organizational Commitment on Job Satisfaction Mediated by Work Motivation, show a coefficient value of 0.263, p-values of 0.000 <0.05 and t-statistics of 3.677> 1.960. These results indicate that Work Motivation Affects Job Satisfaction. So the hypothesis that states that "Work Motivation Has a Positive and Significant Influence on Job Satisfaction" H7 is accepted.

DISCUSSION
The Influence of Organizational Culture on Work Motivation

An organizational culture that rewards and recognizes employee contributions can increase work motivation. Recognition of achievements can strengthen the sense of value and appreciation that encourages employees to continue to strive to give their best (Juliningrum and Sudiro 2014).

An organizational culture that is transparent and supports open communication can increase work motivation. When employees feel involved in the decision-making process and receive clear information, they tend to feel more connected to the organization and are motivated to actively participate (Sutrisno 2019). An organizational culture that provides opportunities for self-development and career growth can increase work motivation. Employees who feel supported in their career development tend to be more motivated to improve their skills and achievements (Syahputra 2022).

This study reveals that the organizational culture in the Muhammadiyah University of Palu consistently adopts Islamic Cultural values. What is meant by Islamic Culture in this study is the elaboration of (I) integrity, meaning prioritizing integrity in working, then (S) constructive, meaning doing and completing work with a healthy mind, then (L) collaboration, meaning always collaborating in working, (A) accommodating, meaning always accommodating every problem in work, (M) commitment, meaning working according to what is agreed upon, and (I) innovation, meaning always encouraging attitudes, values, and practices for the development of new ideas to meet the needs of organizational goals. In an environment supported by this Islamic culture, employees and lecturers tend to feel connected, motivated, and contribute positively to achieving organizational goals. Organizations that are able to combine and optimize these elements will be better prepared to face future challenges and take advantage of opportunities that arise in this era of globalization and digitalization.

The Influence of Organizational Culture on Job Satisfaction

An organization will expect good performance from its employees. Meanwhile, employees themselves will feel satisfied if they are able to complete their work well and on time. This can be supported by the existence of an organizational culture that is able to make employees follow the work rhythm and procedures that have been set so as to provide assistance to employees in completing their work. In an organization, drivers are needed from leaders to subordinates (Mardianti and Tatasari 2021). Organizational culture can be one of the factors that becomes the driver.

An organizational culture that values achievement and recognizes employee contributions tends to increase job satisfaction (Saripuddin 2015). When employees feel appreciated and recognized for their efforts, they feel satisfied with their work and are motivated to continue to perform well. Then an organizational culture that provides opportunities for career development and professional growth can increase job satisfaction. When employees feel that the company cares about their career development and provides opportunities to improve their skills and knowledge, they tend to be more satisfied with their jobs (Putri et al. 2023). And an organizational culture that values the balance between work life and personal life can increase job satisfaction. When employees feel that the company values their time and commitments outside of work, they tend to be more satisfied with their jobs (Andini 2021).

In this study, it was revealed that the organizational culture in the Muhammadiyah University of Palu consistently practices Islamic values. The positive impact of this Islamic culture is seen in the level of job satisfaction of employees and lecturers at the Muhammadiyah University of Palu. With a work environment supported by these values, employees and lecturers feel more connected and satisfied with their work. This positive impact in turn contributes to the overall welfare of the organization.

The Influence of Organizational Commitment on Work Motivation

To motivate employees to be in accordance with what the organization wants, it is necessary to understand the motivation of employees working in the organization, because this motivation emphasizes the behavior of employees who work or in other words, behavior is the simplest reflection of motivation (Arighi 2018). Employee work motivation itself can be influenced by several factors, where the organizational commitment held by employees is one factor that can influence the level of employee work motivation. Organizational commitment is a reflection of an employee's desire to be involved and stay in an organization or company (Raharjo, Masahere, and Widodo 2023). Organizational commitment has a direct effect on employee work motivation. An employee who has a high organizational commitment is likely to see himself as a true member of the organization (Astuti 2022). Employees who have a high level of organizational commitment tend to have a better understanding of the company's goals and vision (Sutanto and Gunawan 2013). Organizational commitment also involves emotional aspects, where employees feel emotionally connected to the organization where they work (Santosa 2012). Organizational commitment can also affect work motivation through career development opportunities (Pratana and Abadi 2018). Employees who feel attached to the organization are more likely to take opportunities to improve their skills and achieve their career goals within the organization.

These results are in line with several previous studies (Arifah and Romadhon 2015; Diansyah, Athar, and Fauzi 2020; Farida, Iqbal, and Kurniasih 2016; Hayati, Arafat, and Sari 2020) which in their studies concluded that organizational commitment has a positive effect on motivation.

In this study, it was revealed that organizational commitment in the Muhammadiyah University of Palu Environment has a significant impact on work motivation. This is because of the recognition and appreciation given to lecturers and employees for their contributions in the workplace. When individuals feel recognized and appreciated, this helps strengthen their sense of ownership and involvement in achieving organizational goals. In addition, a sense of comfort and security in the work environment also plays an important role in increasing work motivation. When lecturers and employees feel comfortable and safe, they tend to be more motivated to give their best contribution. This also creates a positive relationship between individuals and the organization, where they feel that they are an integral part of their identity and personal image. Furthermore, the opportunities provided by the organization for career development also contribute to high work motivation. With the opportunity to develop themselves and improve their skills, lecturers and staff feel supported in achieving their career goals. This not only increases their work motivation, but also strengthens loyalty to the organization.

The Influence of Organizational Commitment on Job Satisfaction

Job satisfaction indicates a person's happiness in carrying out their work activities (Haryadi and Wahyudi 2020). Having job satisfaction makes employees willing to continue to increase their work productivity so that it will also have a positive impact on the sustainability of the business run by the organization. Meanwhile, job satisfaction itself can be influenced by how high the employee's commitment is to the organization where they work. Employees with high organizational commitment will always try to help the organization achieve its goals and have a desire to be involved in the organization (Susilo and Satrya

2019).

Organizational commitment has a direct effect on job satisfaction. Job satisfaction gives rise to a positive attitude from employees which will have an impact on the behavior and performance produced by employees, with job satisfaction will give rise to better and maximum performance from employees (Idrus 2006). Commitment and loyalty and make employees try harder, improve employee performance and job satisfaction and maintain competitive advantage (Coenraad 2016). An increase in organizational commitment from employees will give rise to job satisfaction felt by employees. These results are in line with several previous studies (Hartono 2013; Rivaldo, Sulaksono, and Pratama 2021; Supiyanto 2015; Tobing 2009) which in their studies concluded that organizational commitment has a positive effect on employee job satisfaction.

This study revealed that organizational commitment plays an important role in increasing employee job satisfaction through appreciation and recognition of coworkers and leaders, involvement in decision making, feeling comfortable and safe at work and providing opportunities for employees and lecturers to achieve their personal career goals. Therefore, it is important for organizations to pay attention to and promote employee commitment as part of their human resource management strategy.

The Influence of Organizational Culture on Job Satisfaction Mediated by Work Motivation

An organizational culture that encourages recognition and appreciation for employee contributions can increase their work motivation (Oupen, Agung, and Yudana 2020). When employees feel appreciated and recognized for their efforts, their intrinsic motivation increases, which in turn increases job satisfaction (Oupen, Agung, and Yudana 2020). An organizational culture that is transparent and supports open communication can influence employee work motivation. Clear information about organizational goals and employee expectations can increase their motivation to achieve those goals, which in turn can increase job satisfaction (Fiqih Haryanto, Datep, and Datep Purwa Saputra 2023). An organizational culture that provides opportunities for self-development and career growth can increase work motivation. When employees feel that the organization cares about their development, they tend to be more motivated to work hard and increase their job satisfaction (Putri et al. 2023). An organizational culture that is in line with employees' individual values can influence their work motivation. Employees who feel that the organization's values are consistent with their own values tend to feel more engaged and motivated, which in turn increases job satisfaction (Sutoro, Mawardi, and Sugiarti 2020). An organizational culture that encourages teamwork and provides support between coworkers can increase work motivation. When employees feel supported by coworkers and a positive work environment, their work motivation increases, which ultimately contributes to job satisfaction (Azizah 2017).

These results are in line with several previous studies (Arifah and Romadhon 2015; Prasetyaningrum 2020; Tranggono and Kartika 2008; Wardhani, Susilo, and Iqbal 2015) which state that organizational commitment has a direct effect on job satisfaction with work motivation as an intervening variable.

This study reveals that through the mediation of work motivation, organizational culture has a significant impact on employee and lecturer job satisfaction. This is because the organizational culture that has been built on the basis of Islamic organizational culture values, which then creates a supportive work environment that can increase work motivation, which in turn increases job satisfaction and productivity of employees and lecturers.

The Influence of Organizational Commitment on Job Satisfaction Mediated by Work Motivation

Organizational commitment encompasses the level of emotional attachment and identification of employees with the organization where they work. Employees who have a high level of commitment tend to feel more emotionally connected to the organization and identify more with the goals and values of the organization (Yusuf and Syarif 2018). Emotional attachment and identification with the organization can increase employee intrinsic motivation, which is motivation that comes from within the individual and is related to personal satisfaction with work and goal achievement (Saputro 2021). Employees who have a high level of commitment tend to be more involved in their work and more productive (Hariani, Arifin, and Putra 2019). Involvement in work can increase job satisfaction because employees feel they are given the opportunity to make meaningful contributions and feel that their work has a positive impact on the organization (Meithiana 2017). Rewards and Recognition: Organizations tend to provide rewards and recognition to employees who have a high level of commitment. Recognition of their contributions can increase employee work motivation and job satisfaction because they feel appreciated and recognized for their efforts (Mahardika and Wibawa 2019). And employees who feel engaged in the organization tend to see opportunities for better career growth. Job satisfaction can increase when employees feel that the organization provides opportunities for career development that are in line with their aspirations and goals (Meda, FoEh, and Niha 2022).

These results are in line with several studies (Prasetyaningrum 2020; Arifah and Romadhon 2015; Prasetyaningrum 2020; Tranggono and Kartika 2008; Wardhani, Susilo, and Iqbal 2015) which state that

organizational commitment has a direct effect on job satisfaction with work motivation as an intervening variable.

This study revealed that through the mediation of work motivation, organizational commitment positively affects the job satisfaction of employees and lecturers. This is because employees and lecturers feel engaged and involved in their work, feel appreciated, and have opportunities for career growth and development, they tend to be more satisfied with their work and contribute more positively to the organization. Therefore, organizational leaders need to pay more attention to how to strengthen employee commitment and motivate them to achieve optimal job satisfaction through various supportive strategies and policies.

The Influence of Work Motivation on Job Satisfaction

Work motivation refers to the extent to which a person feels driven to achieve goals and do their job well. This can be influenced by both internal (such as personal values, ambition, or personal satisfaction) and external (such as recognition, financial rewards, or the work environment) factors (Kartika and Kaihatu 2010).

When a person has high work motivation, they tend to be more enthusiastic, focused, and productive in their work. High motivation can help a person overcome obstacles, increase creativity, and persist in achieving their goals (Uno 2007). This in turn can lead to better performance and greater contributions to the organization.

Job satisfaction refers to how satisfied a person is with their job, work environment, and overall working conditions. When a person has high levels of work motivation, they tend to feel more satisfied with their job (Sunarta 2019). This is because they feel engaged in the tasks they perform, feel recognized for their contributions, and feel that their work has meaning or value.

This study is supported by several previous studies (Bahri and Nisa 2017; Brahmasari and Suprayetno 2008; Poniasih and Dewi 2015; Ridho and Susanti 2019; Wuwungan, Taroreh, and Uhing 2017; Yakup 2017) which state that motivation has a positive and significant effect on employee job satisfaction. This study reveals that motivation has an effect on satisfaction because Universitas Muhammadiyah Palu understands that the relationship between work motivation and job satisfaction is very important. Leaders at Universitas Muhammadiyah Palu use this knowledge to design effective motivational strategies, such as building an organizational culture through Islamic values, then providing recognition for achievements, providing career development opportunities, and creating a work environment that supports employee and lecturer involvement. By implementing this strategy, Leaders at Universitas Muhammadiyah Palu can increase employee and lecturer job satisfaction, which will ultimately improve the overall performance and productivity of the organization in order to achieve the goals of Universitas Muhammadiyah Palu.

CONCLUSION

This study concludes that organizational culture and organizational commitment have a positive and significant effect on motivation and job satisfaction. Furthermore, organizational culture and organizational commitment have a positive and significant effect on job satisfaction mediated by work motivation. By creating a motivating and satisfying work environment, universities can improve academic and administrative performance, which in turn will improve the reputation and attractiveness of the institution to prospective students and other stakeholders.

RECOMMENDATION

For the Leaders in the Muhammadiyah University of Palu, the implementation of a good and supportive organizational culture towards employees must always be improved so that it affects the level of employee satisfaction and motivation in working.

For Lecturers and Employees in the Muhammadiyah University of Palu, they must have a higher commitment to the organization so that work satisfaction and motivation increase.

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