

Research Article

The Influence of Organizational Culture and Workplace Happiness on Organizational Commitment of Civil Servants at the Gang Sehat Community Health Center in Pontianak City

Ahmad Fallah Rifqi*, and Eru Ahmadia

Department Economic and Business, Universitas Muhammadiyah Pontianak, Pontianak, Indonesia, 78123

*Corresponding Author: 211310113@unmuhpnk.ac.id | Phone: +62 812-5613-9905

ABSTRACT

This study aims to analyze the influence of organizational culture and workplace happiness on the organizational commitment of civil servants at the Gang Sehat Community Health Center in Pontianak. The approach used is quantitative with an associative research design and saturated sampling technique, involving 38 respondents. Data were collected through interviews with the Head of Administration and questionnaires distributed to all civil servants at the UPT Puskesmas Gang Sehat. Data analysis was conducted using multiple linear regression, multiple correlation coefficient (R), coefficient of determination (R^2), simultaneous test (F), and partial test (t). The results of the analysis indicate that both independent variables, organizational culture and workplace happiness, have an influence on organizational commitment. Overall, the results of the multiple linear regression test showed a coefficient of determination (R^2) of 0.341, meaning that 34.1% of the variability in organizational commitment can be explained by organizational culture and workplace happiness, while 65.9% is influenced by other factors not examined in this study. Partially, organizational culture was proven to have a significant influence on organizational commitment, while workplace happiness did not have a significant influence. This study suggests that organizations should focus more on developing an organizational culture that supports employee satisfaction, which in turn can increase their commitment and performance. Recommendations for further research: Further research is expected to examine other factors influencing organizational commitment, such as leadership, work motivation, or the physical work environment. Additionally, the study could expand the sample by involving more institutions or sectors to gain broader insights into the influence of organizational culture and workplace happiness on employee commitment under various conditions.

Keywords: Organizational Culture; Work Place Happiness; Organizational Commitment

1. INTRODUCTION

Human resources are one of the most important factors for any organization due to their contribution as the driving force in achieving organizational goals. Human beings consistently play an active and dominant role in every organizational activity, as they are the planners, implementers, and decision-makers who determine the success of the organization. According to Hasibuan (2020), human resource management is a specialized field of management that focuses on studying the relationship and role of individuals within the organization's structure.

In order to fulfill public service, which is a primary priority for the government, qualified and competent employees are required in terms of both quantity and work quality. According to the Indonesian Law No. 36 of 2009 on Health, Article 44, it stipulates the obligation of healthcare workers to continuously improve their competencies through education and training, which is directly related to organizational culture and employee commitment to providing optimal service. In such a context, management is expected to develop new strategies to retain high-performing employees and help them enhance their potential, thereby contributing significantly to the organization, such as in the case of Public Health Centers (Puskesmas). Puskesmas, as a primary healthcare institution, plays a crucial role in delivering quality healthcare services to the community.

According to the Ministry of Health Regulation No. 43 of 2019, Public Health Centers (Puskesmas) are healthcare facilities that carry out public health efforts and primary individual health efforts, with an emphasis on promotive and preventive activities within their operational areas. One example is the Gang Sehat Community Health Center in Pontianak City, which has been established since 2009, located at Jl. Jend. Ahmad Yani, Kelurahan Parit Tokaya, Pontianak Selatan, West Kalimantan 78121. The Gang Sehat Community Health Center in Pontianak City was founded as an institution that provides high-quality and satisfactory services within the public health sector. **Table 1.** presents the number of visits to the Gang Sehat Community Health Center from 2022 to 2024 as follows:

Table 1. Outpatient Visits from 2022 to 2024

Year	Number of Visits	Increase/Decrease
2022	17.611	-
2023	27.023	53,41%
2024	28.169	4,24%

Source: Report of UPT Puskesmas Gang Sehat, 2025, 2025

Based on **Table 1**, it can be seen that the number of visits to the Gang Sehat Community Health Center increased by 53.41% in 2023 and by 4.24% in 2024. These visits are part of the outpatient services provided by the Puskesmas, as it does not offer inpatient care. The Gang Sehat Community Health Center employs both Civil Servants (PNS) and non-Civil Servants to assist and provide healthcare services to the community. Regarding the workforce at the Gang Sehat Community Health Center in Pontianak, most civil servants work in the Cluster Management department, accounting for 38.46%, while most non-civil servants work in the Communicable Disease Control and Environmental Health Cluster, accounting for 83.33%. According to an interview with Mrs. Muhandiani, the Administrative Head at the Gang Sehat Community Health Center, if an employee is absent without a valid reason, their salary will be deducted. Therefore, employees who are absent always provide an explanation, which is categorized as sick leave or leave of absence. According to Hasibuan (2020), absenteeism refers to administrative records of employee absences.

The absenteeism rate based on sick leave and permission at the Gang Sehat Community Health Center in Pontianak increased by 10.56% from 2022 to 2023. However, from 2023 to 2024, it decreased by 27.64%. The high and low absenteeism rates will have an impact on organizational commitment. Organizational commitment is one of the critical elements in the success of an organization, including in the healthcare sector. According to Priansa (2018), low employee commitment can lead to high turnover, increased absenteeism, as well as reduced work quality and organizational loyalty. Therefore, creating a positive and comfortable work environment can enhance employee happiness, which ultimately strengthens their commitment to the organization. Organizational commitment can be used to assess employees' resilience in carrying out their duties according to their obligations to the organization (Ningsih & Prastiwi, 2022). Anora et al. (2020) also mention that organizational commitment reflects an individual's drive to support the success of the organization by prioritizing the organization's interests over personal interests. According to Busro (2018), organizational commitment is the manifestation of an individual's willingness, awareness, and sincerity to remain bound to and stay within the organization, characterized by effort, determination, and belief in achieving shared vision, mission, and goals. Therefore, enhancing employee happiness through supportive organizational culture can be an effective step in improving their commitment and performance in the workplace.

Organizational culture plays a significant role in increasing employee commitment. Sutoro (2020) states that organizational culture is a system of values, beliefs, and norms followed by the organization's members as a guide for actions in solving various organizational problems. This emphasizes that a strong organizational culture forms the foundation for creating shared goals and enhancing organizational performance. Riyuzen (2020) further explains that organizational culture also encompasses the quality and behavior that underlie goal setting, achievement, innovation, and cohesion within the organization. A good culture can guide organizational members to act uniformly in resolving both internal and external issues, support the organization's growth, and improve work effectiveness.

In addition, workplace happiness has a significant impact on employee commitment. Wright & Bonnet (2007) state that workplace happiness is achieved when employees feel satisfied and comfortable with their work. Good performance in healthcare services heavily depends on the level of employee happiness, which can enhance the effectiveness of interactions with patients (Edison et al., 2016). Saritha & Mukherjee (2024) reveal that increasing happiness in the workplace can positively impact interactions among coworkers and the overall work culture. Meanwhile, Algarni & Alemeri (2023) assert that workplace happiness includes pleasant moods, well-being, and positive attitudes that directly affect employee performance. The average performance appraisal data of Civil Servants at the Gang Sehat Community Health Center in Pontianak for the years 2022 to 2024 indicates that their performance is rated as "good," meaning it meets expectations. According to Mathis & Jackson (2009), performance appraisal involves identifying, encouraging, measuring, evaluating, improving, and rewarding employees' performance. Thus, it can be concluded that effective performance appraisals enhance workplace happiness, which contributes to improving organizational commitment. According to Albrecht (2010), happy employees bring benefits to the organization, such as positive feelings that make them feel satisfied, relatively low turnover rates, and higher productivity, leading to better quality human resources.

Based on an interview with Mrs. Muhandiani, the Head of Administration at the Gang Sehat Community Health Center, some employees often rush or show little concern in their interactions with patients. As a result, they may forget or be unaware of how to behave or act according to the organizational values set by the Puskesmas. Many employees also complained about inadequate facilities and the cramped workspace layout, making it uncomfortable to work. These issues may cause problems within the organization's work environment. Given the background above, the author is interested in conducting a study entitled *The Influence of Organizational Culture and Workplace Happiness on Organizational Commitment of Civil Servants at the Gang Sehat Community Health Center in Pontianak City*.

2. RESEARCH METHOD

This study uses a quantitative approach with an associative research design. Associative research aims to determine the relationship between two or more variables, which can be used to construct a theory that can explain, predict, and control the phenomenon being studied (Siregar, 2018). The data used in this study consists of two types, namely primary data and

secondary data. Primary data was obtained through interviews and questionnaires. Interviews were conducted with Mrs. Mahardani, Head of Administration at the Gang Sehat Community Health Center in Pontianak, to explore information related to the research topic, in accordance with Sugiyono (2013), who states that interviews are used to obtain in-depth information from a limited number of respondents. Additionally, questionnaires were distributed to all civil servants at the UPT Puskesmas Gang Sehat in Pontianak to collect data related to the variables under study, in accordance with Sugiyono's explanation (2013). Meanwhile, secondary data, including the number of employees by department, absenteeism rates, and work performance scores, were obtained from the UPT Puskesmas Gang Sehat. The population in this study was all civil servants at the UPT Puskesmas Gang Sehat in Pontianak in 2024, totaling 38 people, excluding the head of the health center. Sampling was conducted using the saturated sample technique, which means that all members of the population were included in the sample, in accordance with the technique described by Sugiyono (2013). Therefore, the sample in this study consists of all civil servants working at the UPT Puskesmas Gang Sehat, totaling 38 people.

The variables used in this study consist of two types, namely independent variables and dependent variables. The independent variables in this study are Organizational Culture (X1) and Workplace Happiness (X2), which were selected because they can influence the dependent variable. The dependent variable studied is Organizational Commitment (Y), which is expected to be influenced by the two independent variables. The measurement scale used in this study is the Likert scale with five levels of response preferences, ranging from "Strongly Agree" to "Strongly Disagree" (Siregar, 2018). The instruments used in this study were tested for validity and reliability. Validity was tested using the product-moment correlation technique, where an instrument is considered valid if the correlation coefficient is greater than 0.3 (Siregar, 2018). Meanwhile, the reliability test used Cronbach's Alpha technique, which indicates that an instrument is reliable if the reliability coefficient is greater than 0.6 (Siregar, 2018). In addition, classical assumption tests were conducted, including normality, linearity, and multicollinearity tests. The normality test used the Kolmogorov-Smirnov test, where data is considered normal if the significance value is greater than 0.05 (Purnomo, 2016). The linearity test was used to test the linear relationship between two variables, and the multicollinearity test was used to ensure that there was no high correlation between the independent variables (Ghozali, 2018). Furthermore, multiple regression analysis was used to determine the effect of independent variables on the dependent variable. The multiple regression equation in this study is $Y = a + b_1 X_1 + b_2 X_2$, where Y is the Organizational Commitment variable, X_1 is Organizational Culture, and X_2 is Work Place Happiness (Siregar, 2018). The coefficient of determination (R^2) was used to measure the contribution of independent variables to the dependent variable (Siregar, 2018). Additionally, a simultaneous test (F-test) was conducted to determine the combined influence of Organizational Culture and Workplace Happiness on Organizational Commitment. Hypothesis testing was conducted at a significance level of 0.05, and decisions were accepted or rejected based on the significance values obtained (Siregar, 2018). Finally, a partial test (t-test) was used to measure the individual influence of each independent variable on the dependent variable. This test was conducted by comparing the calculated t-value with the table t-value, and decisions were made based on the significance results obtained (Siregar, 2018).

3. RESULTS AND DISCUSSION

3.1 Test Research Instruments

3.1.1 Validity Test

Validity shows the extent to which the accuracy and accuracy of a measuring instrument in performing its measuring function. The results of the Motivation statement validity test can be seen in [Table 1](#).

Table 1. Validity Test Results

Variable	Indicators	r count	r table	Description
Organizational Culture (X1)	X1.1	0,348	0,320	Valid
	X1.2	0,441		
	X1.3	0,684		
	X1.4	0,592		
	X1.5	0,447		
	X1.6	0,642		
	X1.7	0,613		
	X1.8	0,648		
	X1.9	0,579		
	X1.10	0,536		
	X1.11	0,454		
	X1.12	0,540		
Workplace Happiness (X2)	X2.1	0,481	0,320	Valid
	X2.2	0,540		
	X2.3	0,484		
	X2.4	0,473		
	X2.5	0,402		
	X2.6	0,515		
	X2.7	0,473		
	X2.8	0,374		

	X2.9	0,455		
	X2.10	0,404		
	X2.11	0,528		
	X2.12	0,445		
	X2.13	0,617		
	X2.14	0,393		
	X2.15	0,513		
Organizational Commitment (Y)	Y.1	0,701	0,320	Valid
	Y.2	0,331		
	Y.3	0,478		
	Y.4	0,712		
	Y.5	0,752		
	Y.6	0,558		

Source: Processed Data, 2025

Based on Table 1, it shows that the validity test on all variables in this study all statement items are concluded to be valid because $r \text{ count} \geq r \text{ table}$.

3.1.2 Reliability Test

Reliability test is used to determine the consistency of the measuring instrument, whether the measuring instrument is reliable for further use. The results of the reliability test in this study used the Cronbach's Alpha technique. The results of the reliability test can be seen 2, below:

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Description
Organizational Culture (X1)	0.776	Reliable
Workplace happiness (X2)	0.747	
Organizational Commitment (Y)	0.617	

Source: Processed Data, 2025

Based on Table 2 above, it shows that the value of all Cronbach's Alpha variables is greater than the reliability coefficient of 0.6. So it can be concluded that all statement items on the questionnaire as a variable measuring tool in this study are reliable and consistent and reliable.

3.2 Classic Assumption Test

3.2.1 Normality Test

This normality test aims to determine the distribution of data in the variables that will be used in the study. Data normality can be seen using the normal kolmogorov-Sminov test. The results of the Normality test calculation can be seen in the following table:

Table 3. Normality Test Results

Test	Value
N (Sample)	38
Test Statistic	.095
Asymp.Sig.(2-tailed)	.200 ^{e d}

Source: Processed Data, 2025

Table 3 shows that the Asymp. Sig (2-tailed) $0.200 > 0.05$, meaning that the residual value is normally distributed.

3.2.2 Linearity Test

The linearity test is used to see whether the model specifications used are correct or not. The results of the calculation of the Organizational Culture variable Linearity test can be seen in the following table:

Table 4. Result of Linearity

Variable	Linearity	Description
Organizational Commitment * Organizational Culture	0,002	Linear
Organizational Commitment * Workplace Happiness	0,000	

Source: Processed Data, 2025

Based on Table 4 the linearity test results show the Test For Linearity significance value < 0.05 . So it can be concluded that there is a linear relationship between Organizational, Workplace Happiness and Organizational Commitment.

3.2.3 Multicollinearity Test

Multicollinearity test is conducted to analyze the correlation between independent variables. As a basis for seeing a model that is not Multicolonearity is to look at the Variance Inflation Factor (VIF) and tolerance level. If the tolerance value > 0.10 or VIF < 10. The following is the Multicollinearity test:

Table 5. Multicollinearity Test Results

Variable	Tolerance	VIF
Organizational Culture	.695	1.439
Workplace Happiness	.695	1.439

Dependent Variable: Organizational Commitment

Source: Processed Data, 2025

Based on **Table 5**, it can be seen that there is no multicollinearity between the independent variables in the regression model. This is indicated by the tolerance value of each variable > 0.10 and VIF < 10.

3.3 Multiple Linear Regression Analysis

Multiple linear regression analysis to determine the effect between the independent variables on the dependent variable carried out by 38 respondents The following is a Multiple Linear Regression Analysis Table:

Table 6. Multiple Linear Regression Analysis Results

Research Variable	Coefficients	T Statistic	Significance Value
(Constant)	1.578	3.553	.001
Organizational Culture	.319	2.117	.041
Workplace Happiness	.344	1.903	.065

Dependent Variable: Organizational Commitment

Source: Processed Data, 2025

From **Table 6**, it can be seen that the multiple linear regression equation is as follows:

$$Y = 1.579 + 0.319 X1 + 0.344 X2$$

From the multiple linear regression equation, it can be explained as follows:

- The constant value has a positive value of 1,579. it means that if the independent variable is 0 (constant), the dependent variable is 1,579.
- The X1 Variable Regression Coefficient value is positive at 0.319, it means that if the X1 variable increases, the Y variable will also increase and vice versa.
- The X2 Variable Regression Coefficient value is positive by 0.344, it means that if the X2 variable increases, the Y variable will also increase and vice versa.

3.4 Correlation Coefficient Analysis (R)

Correlation analysis is carried out in order to test associative hypotheses, namely the relationship between variables in the population through data on the relationship between variables in the sample. The results of the correlation coefficient test calculation can be seen in **Table 7**.

Table 7. Correlation Coefficient Test Results (R)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.584 ^a	.341	.303	.54221

Predictors: (Constant), Workplace Happiness, Organizational Culture

Dependent Variable: Organizational Commitment

Source: Processed Data, 2025

From **Table 7**, it can be seen that the R (correlation) value obtained is 0.584. Where this value is between 0.40 - 0.599, this means that between Organizational Culture (X1), Workplace Happiness (X2), and Organizational Commitment (Y) has a sufficient relationship.

3.5 Analysis of the Coefficient of Determination R²

This test is to find out how much variable X contributes to variable Y. The results of the Coefficient of Determination (R²) test calculation can be seen in **Table 7** which states that the value of the Coefficient of Determination (R²) or R square obtained is 0.341. This means that 34.1% (1 x 0.341 x 100%) of the influence on Organizational Commitment is explained by Organizational Culture and Workplace Happiness, while the remaining 65.9% is explained by other variables that are not included in the research variables.

3.6 Simultaneous Test (F Test)

The simultaneous influence test is used to determine whether the independent variables jointly affect the dependent variable. The results of the simultaneous test (F test) can be seen in the following table:

Table 8. Simultaneous Test Results (F Test)

Model	Sum of Squares	Mean Square	F	Significance
Regression	5.313	2.657	9.037	.001 ^b
Residual	10.290	.294		

Dependent Variable: Organizational Commitment

Predictors: (Constant), Workplace Happiness, Organizational Culture

Source: Processed Data, 2025

Based on the results of the F test in Table 8, it can be seen that the independent variable has a significant effect on the dependent variable. This can be seen from the calculated F value of 9,037 > F table 3.27 and the Sig. probability value of 0.001 < 0.05, meaning that the Organizational Culture and Workplace Happiness variables simultaneously have an influence on Organizational Commitment.

3.7 Partial Test (t Test)

This t test is conducted to determine the effect of each or partially partially the independent variables of Organizational Culture and Workplace Happiness on the dependent variable Organizational Commitment. The partial test results (t test) can be seen in the following table:

Table 9. Partial Test Results (t Test)

Research Variable	Coefficients	t Statistic	Significance Value
(Constant)	1.578	3.553	.001
Organizational Culture	.319	2.117	.041
Workplace Happiness	.344	1.903	.065

Dependent Variable: Organizational Commitment

Source: Processed Data, 2025

Based on **Table 9**, it can be seen that the partial influence test results (t test) produce a sig value that will be interpreted as follows:

- The t value of the Organizational Culture variable (X1) is 2.117, the t table is 1.677 and the significant level is 0.041 < 0.05. This means that the Organizational Culture variable partially has a significant effect on the Organizational Commitment variable (Y), so H_a is accepted and H_o is rejected.
- The t value of the Work Place Happiness (X2) variable count is 1.903, the t table is 1.677 and the significant level is 0.065 > 0.05. This means that the Work Place Happiness variable partially has no significant effect on the Organizational Commitment (Y) variable, so H_a is rejected and H_o is accepted.

DISCUSSION

The Influence of Organizational Culture on Organizational Commitment

The results of the study indicate that organizational culture has a significant influence on the organizational commitment of civil servants at the Gang Sehat Community Health Center in Pontianak City. This can be seen from the t-value of 2.117 and significance of 0.041 ($p < 0.05$), which shows that the stronger the organizational culture in an institution, the greater the commitment of employees to the organization. These findings align with previous studies conducted by Gunawan & Ardana (2020), Utarayana & Adnyani (2020) and Asi & Gani (2021), which also demonstrated that organizational culture has a positive and significant impact on organizational commitment. When an organization is able to create a positive and supportive environment for its employees, employees will feel more connected and loyal to the organization. In this context, a culture that supports togetherness, clarity of purpose, and healthy relationships between employees and management will increase employees' motivation to remain in the organization and work to achieve common goals.

The Effect Workplace happiness Organizational Commitment

Although workplace happiness is often considered an important factor in increasing employee commitment, the results of this study indicate that the influence of workplace happiness on organizational commitment is not significant ($t = 1.903$, $p = 0.065$). In other words, even though employees feel happy at work, this happiness is not strong enough to motivate them to remain committed to the organization. These findings align with research conducted by Nurimanita (2022), which showed that Workplace Happiness does not influence Organizational Commitment. This suggests that there are other factors that are more influential in employees' decisions to remain in the organization, such as a stronger organizational culture. In some cases, workplace happiness can be influenced by deeper factors, such as work-life balance or adequate workplace facilities, which are not always reflected solely in a pleasant work atmosphere.

4. CONCLUSION

This study shows that organizational culture has a significant influence on the organizational commitment of civil servants at the Gang Sehat Community Health Center in Pontianak. These findings underscore the importance of developing a strong and supportive culture within organizations. When organizational culture promotes positive values and creates a safe and comfortable environment for employees, their loyalty and engagement with the organization will increase. A good organizational culture not only affects performance but also strengthens employees' emotional ties to the organization. Conversely, workplace happiness, although considered important in employee welfare theory, did not show a significant effect on organizational commitment at the Gang Sehat Community Health Center in the context of this study. Although employees feel happier in a positive work environment, this factor does not seem strong enough to encourage them to remain committed to the organization in the long term. Therefore, other deeper and more complex factors, such as deep organizational culture, may have a greater impact on employees' decisions to stay in the organization. Additionally, the coefficient of determination (R^2) of 34.1% indicates that while organizational culture and workplace happiness contribute to organizational commitment, the majority of variation in employee commitment is still influenced by other factors not covered in this study. Therefore, further research is needed to identify and analyze additional factors that may influence employee commitment. Overall, this study emphasizes the importance of paying attention to organizational culture as a key driver in improving employee commitment. The management of the Gang Sehat Community Health Center can take strategic steps to strengthen organizational culture, which in turn can improve work quality and employee loyalty to the organization. This study only examines the influence of organizational culture and workplace happiness on organizational commitment. To enrich the understanding of factors that influence employee commitment, further research is recommended to examine other factors such as leadership, intrinsic and extrinsic motivation, managerial style, and interpersonal relationships. These factors can have a significant impact on employee loyalty and engagement in the organization.

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