

INCREASING COMMITMENT TO THE PROFESSION THROUGH STRENGTHENING ORGANIZATIONAL CULTURE, SELF- EFFICACY, JOB SATISFACTION, AND WORK MOTIVATION

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ABSTRACT

Teachers as one of the components of education play an important role in teaching and learning activities. In the general provisions of Law No. 14 of 2005 concerning teachers and lecturers, it is stated that teachers are professional educators with the main task of educating, teaching, guiding, directing, assessing and evaluating students at various levels and types of formal education. This research aims to find strategies and ways to increase commitment to the profession. This study uses a quantitative approach, namely research that emphasizes its analysis on numerical data (numbers) processed by statistical methods. The first hypothesis states that Self-Efficacy has a direct positive and significant effect on Commitment to the Profession. Based on the results of research and data processing, it can be concluded that commitment to the profession can be increased through Strengthening Organizational Culture, Self-Efficacy, Job Satisfaction, and Work Motivation.

Keywords: *Strengthening organizational culture, Self-Ethics, Job Satisfaction, Work Motivation.*

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INTRODUCTION

Teachers as one of the components of education play an important role in teaching and learning activities. In the general provisions of Law No. 14 of 2005 concerning teachers and lecturers, it is stated that teachers are professional educators with the main task of educating, teaching, guiding, directing, assessing and evaluating students at various levels and types of formal education. As the spearhead of education in Indonesia, it turns out that there are still many serious problems faced by teachers as professional educators. Teachers who have high professional competence are teachers who have a strong character, are responsible, have a high sense of empathy for the institution they belong to, and have a strong will to advance their institutions.

Teachers who have high professionalism will be able to build schools productively, prepare teaching materials well which will have an impact on increasing student achievement in school. However, until now there are still many problems encountered in schools related to commitment to the teaching profession. One of them is the problem of teacher attendance and professional competence. Quoting from the Ministry of Education and Culture's website, that there are several teacher problems in Indonesia that are still homework for the government. quoting what was conveyed by the former Secretary of the Directorate General of GTK M.Q. WisnuAji, that the problems that the nation is currently facing in realizing professional teachers, still do not seem to meet the expected target. There are still many teachers who have not yet graduated (S-1), there are around 300 thousand civil servant teachers who have not met the S-1 qualifications. Even in the amount of the percentage of around three million ten

thousand teachers (civil servants and non-civil servants) that we have, almost 50% of them have not been certified or certified. In fact, the certificate is proof of the professionalism of teachers, as mandated by Law No. 14 of 2005 concerning Teachers and Lecturers.

The results of the pre-survey show that the commitment to the teaching profession of private vocational schools is still low if the expected percentage is above 75%. Based on this phenomenon, this study will examine the problem of commitment to the teaching profession and the variables that are suspected of influencing it. If this continues to happen, it will have an impact on improving student learning achievement at SMK Depok. The phenomenon of low commitment to the teaching profession can be caused by many factors. There are several possible factors related to low commitment to the teaching profession. Organizational culture has a significant effect on teacher commitment (Husna, 2021), (Rahmanendra & Suhardi, 2019), (Alvina, 2018), (Asi et al., 2021), (Marvin, 2022), and (Colquitt, J. A., Jeffery, A. L. & W, 2019) Research conducted by TG Ford (2017) in Louisiana shows that self-efficacy has an effect on commitment to the teaching profession. This is similar to research (Hartati, 2020), (H Habib 2019), (J Wang, 2019), (Z Jiang, 2016) (Colquitt, J. A., Jeffery, A. L. & W, 2019). Research by Isabelle and Sascha (2019) shows the influence of commitment to the profession on job satisfaction. The results of the same study were shown by (Ivana Barac, 2018), (I Dorenkamp, 2019), (Sena, 2020), (F Ferdyan, 2017), (Colquitt, J. A., Jeffery, A. Research (C Mary, 2019) in the Philippines showed that there was a positive correlation between motivation and professional commitment. This is in line with the results of the study (Sunyoto, 2019), (Colquitt, J. A., Jeffery, A. L. & W, 2019).

From some of the results of the research above, it can be assumed that teachers' professional commitment will increase often with the strengthening of organizational culture, self-efficacy, job satisfaction and work motivation. This is in line with the results of the above study that there is a positive influence between the research variables. Until now, there has been no research on organizational culture stimulants, self-efficacy, job satisfaction and work motivation on professional commitment.

The formulation of this study is whether commitment to the profession can be increased through strengthening organizational culture, self-efficacy, job satisfaction and work motivation. Whether organizational culture has a direct effect on commitment to the profession, meaning whether strengthening organizational culture can increase commitment to the profession. Whether self-efficacy has a direct effect on commitment to the profession, meaning whether self-efficacy can increase commitment to the profession. Does job satisfaction have a direct effect on commitment to the profession, meaning whether strengthening job satisfaction can increase commitment to the profession. Does work motivation have a direct effect on commitment to the profession, meaning whether strengthening work motivation can increase commitment to the profession. Whether organizational culture has a direct effect on job satisfaction, meaning whether strengthening organizational culture can increase job satisfaction. Does self-efficacy have a direct effect on job satisfaction, meaning whether strengthening self-efficacy can increase job satisfaction. Does organizational culture have a direct effect on work motivation, meaning whether strengthening organizational culture can increase work motivation. Whether self-efficacy has a direct effect on work motivation, meaning whether strengthening self-efficacy can increase work motivation. Whether organizational culture has an indirect effect on commitment to the

profession through job satisfaction, meaning whether strengthening organizational culture can increase commitment to the profession through job satisfaction. Does self-efficacy have an indirect effect on commitment to the profession through job satisfaction, meaning whether strengthening the efficacy can increase commitment to the profession through job satisfaction. Whether organizational culture has an indirect effect on commitment to the profession through work motivation, meaning whether strengthening organizational culture can increase commitment to the profession through work motivation. Does self-efficacy have an indirect effect on commitment to the profession through work motivation, meaning whether strengthening self-efficacy can increase commitment to the profession through work motivation. This research aims to find strategies and ways to increase commitment to the profession. The strategies and methods found are used as recommendations to related parties, namely teachers, principals, school supervisors, education offices, and the Ministry of Education.

METHOD

This study uses a quantitative approach, namely research that emphasizes its analysis on numerical data (numbers) processed by statistical methods. Basically, a quantitative approach is carried out on inferential research (in the context of hypothesis testing) and relies the conclusion of the results on a probability of zero hypothesis rejection error. With the quantitative method, the significance of group differences or the significance of the relationship between the variables studied will be obtained. In general, quantitative research is a large sample study (Azwar, 2017). The type of research used is quantitative research of path analysis which is a development of multiple regression research. In research activities with a quantitative approach in research proposals, processes, hypotheses, going to the field, data analysis and data conclusions until writing use aspects of measurement, calculation, formula and certainty of numerical data. The research time is carried out to provide direction for researchers in arranging the stages of research. This research was conducted for 10 months starting from October 2023 to August 2024. The research was conducted at a Private Vocational School (SMK) in Depok, West Java.

This type of research is a quantitative research with a path analysis approach. This study consists of 2 (two) independent variables, namely Organizational Culture (X1) and Self-Efficacy (X2), while the mediator/intervening variables are Job Satisfaction (X3), Work Motivation (X4), and the variable of commitment to the profession (Y). The research data was sourced from respondents, in this case private vocational school teachers in Depok City, which were obtained by filling out questionnaires/questionnaires on the research variables.

The research population of Vocational High School (SMK) teachers in Depok City, West Java with a population range of 378 teachers. The population is spread across 16 A-accredited vocational schools in 8 sub-districts. After obtaining a research population of 16 schools with 378 teachers, the researcher conducted a research sample. Sample. The sampling technique used in this study is simple random sampling with the determination of sample size using the Yamane formula (in Sugiyono, 2018) at a margin of error of 5% as follows:

RESULTS AND DISCUSSION

A. Statistical Hypothesis Testing

1. Testing of the Main Research Hypothesis

Table 1. Testing the Main Hypothesis

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	60384.698	4	15096.174	371.537	.000b
	Residual	7720.020	190	40.632		
	Total	68104.718	194			

- Dependent Variable: Commitment to the profession
- Predictors: (Constant), Work Motivation, Self-Efficacy, Organizational Culture, Job Satisfaction

B. Testing of Research Hypothesis Between

1. Structural Model Analysis Test

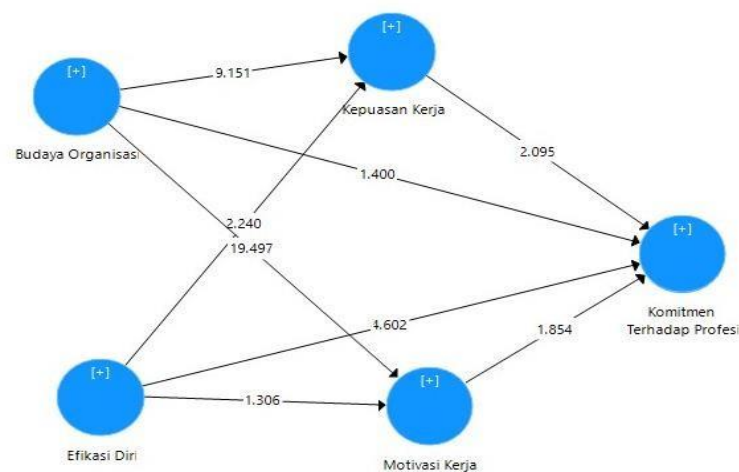


Figure 1. Structural Model Chart

Based on the structural chart above, we have an overview of the results of data testing through the available channels, either directly or indirectly.

2. Direct Impact Testing

Pengaruh Total

Mean, STDEV, T-Values, P-Valu...	Keyakinan Interval	Keyakinan Interval Bias-Dikor...	Sampel	Salin ke Clipboard:	Format Exce
	Sampel Asli (O)	Rata-rata Sam...	Standar Devias...	T Statistik (O/...	P Values
Budaya Organisasi -> Kepuasan Kerja	0.755	0.752	0.083	9.151	0.000
Budaya Organisasi -> Komitmen Terhadap Profesi	0.321	0.323	0.132	2.439	0.015
Budaya Organisasi -> Motivasi Kerja	0.927	0.929	0.048	19.497	0.000
Efikasi Diri -> Kepuasan Kerja	0.165	0.170	0.074	2.240	0.026
Efikasi Diri -> Komitmen Terhadap Profesi	0.568	0.568	0.127	4.473	0.000
Efikasi Diri -> Motivasi Kerja	0.064	0.062	0.049	1.306	0.192
Kepuasan Kerja -> Komitmen Terhadap Profesi	0.422	0.449	0.201	2.095	0.037
Motivasi Kerja -> Komitmen Terhadap Profesi	0.472	0.442	0.255	1.854	0.064

Figure 2. Outer Model of Direct Influence (source: SEM PLS Analysis)

Table 2. Direct Influence Test Results

Increasing Commitment To The Profession Through Strengthening Organizational Culture, Self-Efficacy, Job Satisfaction, And Work Motivation

No	Path Coefficient	Path Coefficient	Statistical T-Value	Table T value	Conclusion
1	Organizational Culture on Job Satisfaction	0,755	9,151	1,96	Organizational Culture has a direct and significant positive effect on Job Satisfaction (there is influence)
2	Organizational Culture towards Commitment to the Profession	0,321	2,439	1,96	Organizational Culture has a direct and significant positive effect on Commitment to the Profession (there is an influence)
3	Organizational Culture on Work Motivation	0,927	19,497	1,96	Organizational Culture has a direct positive effect significant to Work Motivation (there is an effect)
4	Self-Efficacy on Job Satisfaction	0,165	2,24	1,96	Self-efficacy has a direct and significant positive effect on job satisfaction (there is an effect)
5	Self-Efficacy on Commitment to the Profession	0,568	4,473	1,96	Self-efficacy has a direct and significant positive effect on Commitment to the Profession (there is an effect)
6	Self-Efficacy on Work Motivation	0,064	1,306	1,96	Self-efficacy has a direct positive effect on Motivation Work (no influence)
7	Job Satisfaction to Commitment to the Profession	0,422	2,095	1,96	Job Satisfaction has a significant positive effect on Commitment to the Profession (there is an effect)
8	Work Motivation for Commitment to the Profession	0,472	1,854	1,96	Work Motivation has a positive effect not significantly on Commitment to the Profession (no effect)

3. Indirect Influence Testing

Efek Tidak Langsung Spesifik

Mean, STDEV, T-Values, P-Valu...	Keyakinan Interval	Keyakinan Interval Bias-Dikor...	Sampel	Salin ke Clipboard:	Format Excel	Format R
			Sampel Asli (O)	Rata-rata Sam...	Standar Devias...	T Statistik (O/...
						P Values
Budaya Organisasi -> Kepuasan Kerja -> Komitmen Terhadap Profesi	0.319	0.339	0.175	1.816	0.070	
Efikasi Diri -> Kepuasan Kerja -> Komitmen Terhadap Profesi	0.070	0.068	0.038	1.835	0.067	
Budaya Organisasi -> Motivasi Kerja -> Komitmen Terhadap Profesi	0.438	0.433	0.221	1.978	0.048	
Efikasi Diri -> Motivasi Kerja -> Komitmen Terhadap Profesi	0.030	0.033	0.033	0.912	0.362	

Figure 3. Outer Model of Indirect Influence (source: SEM PLS Analysis)

Table 3. Indirect Influence Test Results

No	Path Coefficient	Path Coefficient	Statistical T-Value	Table T value	Conclusion
1	Organizational Culture towards Commitment to the Profession through Job Satisfaction	0,319	1,816	1,96	Organizational Culture has a positive and insignificant effect on Commitment to the Profession through Job Satisfaction (no effect)

Increasing Commitment To The Profession Through Strengthening Organizational Culture, Self-Efficacy, Job Satisfaction, And Work Motivation

2	Self-Efficacy on Commitment to the Profession through Job Satisfaction	0,07	1,835	1,96	Self-efficacy has a positive and insignificant effect on Commitment to the Profession through Job Satisfaction (no effect)
3	Organizational Culture towards Commitment to the Profession through Work Motivation	0,438	1,978	1,96	Organizational Culture has a significant positive effect on Commitment to the Profession through Work Motivation (there is an effect)
4	Self-Efficacy towards Commitment to the Profession through Work Motivation	0,03	0,912	1,96	Self-efficacy has a positive and insignificant effect on Commitment to the Profession through Work Motivation (none influence)

Based on the analysis of the data above, the Research Hypothesis can be answered as follows:

1. Main Research Hypothesis

The main research hypothesis states that Commitment to the Profession can be increased through Strengthening Organizational Culture, Self-Efficacy, Job Satisfaction, and Work Motivation.

Hypothesis statistic:

H0 : $F_h < F_t$ means that Commitment to the Profession cannot be increased through Strengthening Organizational Culture, Self-Efficacy, Job Satisfaction, and Work Motivation

H1 : $F_h > F_t$ means Commitment to the Profession can be increased through Strengthening Organizational Culture, Self-Efficacy, Job Satisfaction, and Work Motivation.

Based on the results of the above calculation, the value of F_{cal} is 371.53 with a Sig value of 0.00. The value of F_{table} is 34.28. Based on these results, $F_h > F_t$ or $371.53 > 34.28$ which means H0 is rejected. Thus, it is concluded that Commitment to the Profession can be increased through Strengthening Organizational Culture, Self-Efficacy, Job Satisfaction, and Work Motivation.

2. Research Hypothesis Between

a. Direct Influence of Organizational Culture (X1) on Commitment to the Profession (Y)

The first hypothesis states that Organizational Culture has a direct positive and significant effect on Commitment to the Profession.

Hypothesis statistic:

H0 : $\beta_{\psi 1} \leq 0$ means that there is no direct positive and significant influence of Organizational Culture on Commitment to the Profession

H1 : $\beta_{\psi 1} > 0$ means that there is a positive and significant direct influence of Organizational Culture on Commitment to the Profession

Based on the results of the calculation, it shows that Organizational Culture has a significant direct positive effect on Commitment to the Profession (there is an influence), this can be seen from the path coefficient $\beta_{y1} = 0.321$. To find out whether the organizational culture is significant or not has a direct effect on commitment to the profession, a significance test is carried out with a t-test. The path coefficient is

significant if the tcount value $>$ ttable or vice versa. The results of the calculation of the t-test were obtained tcount = 2.439 while ttable = 1.96 so that tcount $>$ ttable or 2.439 $>$ 1.96, then H_0 was rejected so that the β_{y1} pathway coefficient was significant. Thus, Organizational Culture (X1) has a significant positive effect on Commitment to the Profession (Y).

b. Direct Effect of Self-Efficacy (X2) on Commitment to the Profession (Y)

The first hypothesis states that Self-Efficacy has a direct positive and significant effect on Commitment to the Profession.

Hypothesis statistic:

$H_0 : \beta_{\psi 2} \leq 0$ means that there is no positive and significant direct influence of Self-Efficacy on Commitment to the Profession

$H_1 : \beta_{\psi 2} > 0$ means that there is a positive and significant direct influence of Self-Efficacy on Commitment to the Profession

Based on the results of the calculation, it shows that Self-Efficacy has a direct and significant positive effect on Commitment to the Profession (there is an effect), this can be seen from the path coefficient $\beta_{y1} = 0.568$. To find out whether or not self-efficacy has a direct effect on commitment to the profession, a significance test is carried out with a t-test. The path coefficient is significant if the value of t is calculated $>$ ttable or vice versa. The results of the calculation of the t test obtained tcount = 4.473 while ttable = 1.96 so that tcount $>$ ttable or 4.473 $>$ 1.96, then H_0 was rejected so that the path coefficient β_{y2} was significant. Thus, Self-Efficacy (X2) has a significant positive effect on Commitment to the Profession (Y).

c. Direct Effect of Job Satisfaction (X3) on Commitment to the Profession (Y)

The third hypothesis states that Job Satisfaction has a direct positive and significant effect on Commitment to the Profession.

Hypothesis statistic:

$H_0 : \beta_{\psi 3} \leq 0$ means that there is no positive and significant direct influence of Job Satisfaction on Commitment to the Profession

$H_1 : \beta_{\psi 3} > 0$ means that there is a positive and significant direct influence of Job Satisfaction on Commitment to the Profession

Based on the results of the calculation, it shows that Job Satisfaction has a direct and significant positive effect on Commitment to the Profession (there is an effect), this can be seen from the path coefficient $\beta_{y3} = 0.422$. To find out whether job satisfaction has a direct effect on commitment to the profession, a significance test is carried out with a t-test. The path coefficient is significant if the tcount value $>$ ttable or vice versa. The results of the t-test calculation were obtained tcount = 2.095 while ttable = 1.96 so that tcount $>$ ttable or 2.095 $>$ 1.96, then H_0 was rejected so that the β_{y1} pathway coefficient was significant. Thus, Job Satisfaction (X3) has a significant positive effect on Commitment to the Profession (Y).

d. Direct Effect of Work Motivation (X4) on Commitment to the Profession (Y)

The fourth hypothesis states that Work Motivation has a direct positive and significant effect on Commitment to the Profession.

Hypothesis statistic:

H0 : $\beta_{\psi 4} \leq 0$ means that there is no direct positive and significant influence of Work Motivation on Commitment to the Profession

H1 : $\beta_{\psi 4} > 0$ means that there is a positive and significant direct influence of Work Motivation on Commitment to the Profession

Based on the results of the calculation, it shows that Motivation has a direct positive effect that is not significant to Commitment to the Profession (no effect), this can be seen from the path coefficient $\beta_{\psi 4} = 0.422$. To find out whether or not work motivation has a direct effect on commitment to the profession, a significance test is carried out with a t-test. The path coefficient is significant if the tcount value $>$ ttable or vice versa. The results of the t-test calculation were obtained tcount = 1.854 while ttable = 1.96 so that tcount $<$ ttable or $1.854 < 1.96$, then H0 was accepted so that the path coefficient $\beta_{\psi 4}$ was not significant. Thus, there was no positive and significant influence of Work Motivation (X4) on Commitment to the Profession (Y).

e. Direct Influence of Organizational Culture (X1) on Job Satisfaction (X3)

The fifth hypothesis states that Organizational Culture has a direct positive and significant effect on Job Satisfaction.

Hypothesis statistic:

H0 : $\beta_{x31} \leq 0$ means that there is no positive and significant direct influence of Organizational Culture on Job Satisfaction

H1 : $\beta_{x31} > 0$ means that there is a positive and significant direct influence of Organizational Culture on Job Satisfaction

Based on the results of the calculation, it shows that Organizational Culture has a direct and significant positive effect on Job Satisfaction (there is an influence), this can be seen from the path coefficient $\beta_{x31} = 0.755$. To find out whether the Organizational Culture has a direct and significant positive effect on Job Satisfaction, a significance test is carried out with a t-test. The path coefficient is significant if the tcount value $>$ ttable or vice versa. The results of the calculation of the t-test were obtained as tcount = 9.151 while ttable = 1.96 so that tcount $>$ ttable or $9.151 > 1.96$, then H0 was rejected so that the path coefficient β_{x31} was significant. Thus, Organizational Culture (X1) has a significant positive effect on Job Satisfaction (X3).

f. Direct Influence of Organizational Culture (X1) on Work Motivation (X4)

The fifth hypothesis states that Organizational Culture has a direct positive and significant effect on Work Motivation.

Hypothesis statistic:

H0 : $\beta_{\xi 41} \leq 0$ means that there is no direct positive and significant influence of Organizational Culture on Work Motivation

H1 : $\beta_{\xi 41} > 0$ means that there is a positive and significant direct influence of Organizational Culture on Work Motivation

Based on the results of the calculation, it shows that Organizational Culture has a direct and significant positive effect on Work Motivation (there is an influence), this can be seen from the path coefficient $\beta_{x41} = 0.927$. To find out whether the Organizational Culture has a direct and significant positive effect on Work Motivation, a significance test is carried out with a t-test. The path coefficient is significant if the tcount value $>$

table or vice versa. The results of the calculation of the t-test were obtained $t_{count} = 19.497$ while $t_{table} = 1.96$ so that the $t_{count} > t_{table}$ or $19.497 > 1.96$, then H_0 was rejected so that the path coefficient β_{x41} was significant. Thus, Organizational Culture (X1) has a significant positive effect on Work Motivation (X3).

g. Direct Effect of Self-Efficacy (X2) on Job Satisfaction (X3)

The seventh hypothesis states that Self-Efficacy has a direct positive and significant effect on Job Satisfaction.

Hypothesis statistic:

$H_0 : \beta_{x32} \leq 0$ means that there is no direct positive and significant influence of Self-Efficacy on Job Satisfaction

$H_1 : \beta_{x32} > 0$ means that there is a positive and significant direct influence of Self-Efficacy on Job Satisfaction

Based on the results of the calculation, it shows that Self-Efficacy has a direct and significant positive effect on Job Satisfaction (there is an effect), this can be seen from the path coefficient $\beta_{x31} = 0.755$. To find out whether the Organizational Culture has a direct and significant positive effect on Job Satisfaction, a significance test is carried out with a t-test. The path coefficient is significant if the t_{count} value $> t_{table}$ or vice versa. The results of the calculation of the t-test obtained $t_{count} = 2.240$ while $t_{table} = 1.96$ so that the $t_{count} > t_{table}$ or $2.240 > 1.96$, then H_0 was rejected so that the path coefficient β_{x32} was significant. Thus, Self-Efficacy (X2) has a significant positive effect on Job Satisfaction (X3).

h. Direct Effect of Self-Efficacy (X2) on Work Motivation (X4)

The eighth hypothesis states that Self-Efficacy has a direct positive and significant effect on Work Motivation.

Hypothesis statistic:

$H_0 : \beta_{x42} \leq 0$ means that there is no direct positive and significant influence of Self-Efficacy on Work Motivation

$H_1 : \beta_{x42} > 0$ means that there is a positive and significant direct influence of Self-Efficacy on Work Motivation

Based on the results of the calculation, it shows that Self-Efficacy has a direct positive and insignificant effect on Work Motivation (no effect), this can be seen from the path coefficient $\beta_{x41} = 0.064$. To find out whether or not Self-Efficacy has a direct and significant positive effect on Work Motivation, a significance test is carried out with a t-test. The path coefficient is significant if the t_{count} value $> t_{table}$ or vice versa. The results of the t-test calculation were obtained $t_{count} = 1.306$ while $t_{table} = 1.96$ so that $t_{count} < t_{table}$ or $1.306 < 1.96$, then H_0 was accepted so that the path coefficient β_{x42} was not significant. Thus, Self-Efficacy (X2) has a positive effect on Work Motivation (X4).

i. Indirect Influence of Organizational Culture (X1) on Commitment to the Profession (Y) Through Job Satisfaction (X3)

The ninth hypothesis states that there is a positive and significant influence of Organizational Culture on Commitment to the Profession through Job Satisfaction.

Hypothesis statistic:

H0 : $\beta_{\psi 31} \leq 0$ means that there is no positive and significant indirect influence of Organizational Culture on Commitment to the Profession through Job Satisfaction

H1 : $\beta_{\psi 31} > 0$ means that there is a positive and significant indirect influence of Organizational Culture on Commitment to the Profession through Job Satisfaction

The results of the study showed that Organizational Culture had a positive and insignificant effect on Commitment to the Profession through Job Satisfaction (no effect). This can be seen from the path coefficient $\beta_{y31} = 0.319$. To find out whether the Organizational Culture is significant to Commitment to the Profession through Job Satisfaction, a significance test is carried out with a t-test. The path coefficient is significant if the tcount value $>$ ttable or vice versa. The results of the calculation of the t-test were obtained tcount = 1.816 while ttable = 1.96 so that tcount $<$ ttable or $1.816 < 1.96$. Thus, there is no positive and significant influence of Organizational Culture on Commitment to the Profession through Job Satisfaction.

j. Indirect Influence of Organizational Culture (X1) on Commitment to the Profession (Y) Through Work Motivation (X4)

The tenth hypothesis states that there is a positive and significant influence of Organizational Culture (X1) on Commitment to the Profession (Y) Through Work Motivation (X4).

Hypothesis statistic:

H0 : $\beta_{\psi 41} \leq 0$ means that there is no positive and significant indirect influence of Organizational Culture on Commitment to the Profession through Work Motivation

H1 : $\beta_{\psi 41} > 0$ means that there is a positive and significant indirect influence of Organizational Culture on Commitment to the Profession through Work Motivation

The results of the study show that Organizational Culture has a significant positive effect on Commitment to the Profession through Work Motivation (there is an influence). This can be seen from the path coefficient $\beta_{y41} = 0.438$. To determine the significance of Organizational Culture to Commitment to the Profession through Work Motivation, a significance test was carried out with a t-test. The path coefficient is significant if the tcount value $>$ ttable or vice versa. The results of the calculation of the t-test were obtained as tcount = 1.978 while ttable = 1.96 so that tcount $>$ ttable or $1.978 > 1.96$. Thus, there is a positive and significant influence of Organizational Culture on Commitment to the Profession through Work Motivation.

k. Indirect Effect of Self-Efficacy (X2) on Commitment to the Profession (Y) Through Job Satisfaction (X3)

The eleventh hypothesis states that there is a positive and significant influence of Self-Efficacy on Commitment to the Profession through Job Satisfaction.

Hypothesis statistical:

H0 : $\beta_{\psi 32} \leq 0$ means that there is no positive and significant indirect influence of Self-Efficacy on Commitment to the Profession through Job Satisfaction

H1 : $\beta_{\psi 32} > 0$ means that there is a positive and significant indirect influence of Self-Efficacy on Commitment to the Profession through Job Satisfaction

The results of the study showed that Self-Efficacy had a positive and insignificant effect on Commitment to the Profession through Job Satisfaction (no effect). This can be

seen from the path coefficient $\beta_{y32} = 0.070$. To find out whether or not Self-Efficacy is significant to Commitment to the Profession through Job Satisfaction, a significance test is carried out with a t-test. The path coefficient is significant if the tcount value $>$ ttable or vice versa. The results of the calculation of the t-test were obtained as tcount = 1.835 while ttable = 1.96 so that tcount $<$ ttable or $1.835 < 1.96$. Thus, there is no positive and significant influence of Self-Efficacy on Commitment to the Profession through Job Satisfaction.

1. Indirect Effect of Self-Efficacy (X2) on Commitment to the Profession (Y) Through Work Motivation (X4)

The second hypothesis states that there is a positive and significant influence of Self-Efficacy on Commitment to the Profession through Work Motivation.

Hypothesis statistic:

$H_0 : \beta_{\psi 42} \leq 0$ means that there is no positive and significant indirect influence of Organizational Culture on Commitment to the Profession through Work Motivation

$H_1 : \beta_{\psi 42} > 0$ means that there is a positive and significant indirect influence of Organizational Culture on Commitment to the Profession through Work Motivation

The results of the study showed that Self-Efficacy had a positive and insignificant effect on Commitment to the Profession through Work Motivation (no effect). This can be seen from the path coefficient $\beta_{y42} = 0.030$. To find out whether or not Self-Efficacy is significant to Commitment to the Profession through Work Motivation, a significance test is carried out with a t-test. The path coefficient is significant if the tcount value $>$ ttable or vice versa. The results of the calculation of the t-test were obtained tcount = 0.912 while ttable = 1.96 so that tcount $<$ ttable or $0.912 < 1.96$. Thus, there is no positive and significant influence of Self-Efficacy on Commitment to the Profession through Work Motivation.

Discussion

A. Commitment to the profession can be increased through Strengthening Organizational Culture, Self-Efficacy, Job Satisfaction, and Work Motivation

Commitment to the profession can be increased through Strengthening Organizational Culture, Self-Efficacy, Job Satisfaction, and Work Motivation. This can be proven by the calculation value above obtained a value of Fcal 371.53 with a Sig value of 0.00. The value of Ftable is 34.28. Based on these results, $F_h > F_t$ or $371.53 > 34.28$ which means H_0 is rejected. Thus, it is concluded that Commitment to the Profession can be increased through Strengthening Organizational Culture, Self-Efficacy, Job Satisfaction, and Work Motivation. These results are in line with the results of research by Dorenkamp (2019), Bashir (2007) that there is an influence of professional commitment on job satisfaction, Djuanda (2022), Hidayat (2020) there is an Increase in Teachers' Professional Commitment Through the Development of Self-Efficacy and Organizational Culture, Suryanto (2019) professional commitment increases job satisfaction.

If we look further, teachers as professional educators have functions, roles and strategic positions. Teachers must be able to carry out their main duties, namely educating, teaching, guiding, directing, training, assessing and evaluating students on the formal education path. Teachers must have high psychological capital (Self-Efficacy and

resilience) to be able to increase their Commitment to their profession. TEACHER as one of the components of education that plays an important role in teaching and learning activities. In the general provisions of Law No. 14 of 2005 concerning teachers and lecturers, it is stated that teachers are professional educators with the main task of educating, teaching, guiding, directing, assessing and evaluating students at various levels and types of formal education.

A teacher's professional commitment is how a teacher can survive his profession as a teacher from various factors that affect him such as salary, relationship with oneself, social environment, job satisfaction and responsibility. If we understand that the number of teacher turnover is more due to economic problems, job satisfaction, work motivation, personal readiness of the teacher himself and the organization of the teaching teacher. We can say that if these factors can be minimized, teacher turnover is impossible. For this reason, strong efforts are needed from the organization, in this case the school, to be able to help teachers to be able to survive as educators.

B. The Direct Influence of Organizational Culture on Commitment to the Profession

Based on the results of the calculation, it shows that Organizational Culture has a significant direct positive effect on Commitment to the Profession (there is an influence), this can be seen from the path coefficient $\beta_{y1} = 0.321$. To find out whether the organizational culture is significant or not has a direct effect on commitment to the profession, a significance test is carried out with a t-test. The path coefficient is significant if the tcount value $>$ ttable or vice versa. The results of the calculation of the t-test were obtained tcount = 2.439 while ttable = 1.96 so that tcount $>$ ttable or $2.439 > 1.96$, then H_0 was rejected so that the β_{y1} pathway coefficient was significant. Thus, Organizational Culture (X1) has a significant positive effect on Commitment to the Profession (Y).

This result is in line with R. Hidayat's (2020) research that there has been an increase in teachers' professional commitment through strengthening organizational culture. The results of other research conducted previously on Organizational Culture on Commitment to the Profession researched by Arifin (2010) obtained the result that Organizational Culture has a positive effect on Commitment to Professionals. In the study of the influence of Organizational Culture on Job Satisfaction researched by Bigliardi et al. (2012), it was found that Organizational Culture has a positive influence on Job Satisfaction. For research on the influence of Job Satisfaction on Commitment to Professionals by Sijabat (2012), the results were obtained that Job Satisfaction had a positive effect on Commitment to Professionals. Finally, regarding the research researched by Ristianity (2015), the results were obtained that Job Satisfaction is able to mediate Organizational Culture to Commitment to Professionals.

The organization's efforts to increase the Commitment to Teacher Professionalism cannot be separated from the Organizational Culture that is applied, where Organizational Culture is a guideline or basic assumption that employees apply in behaving in an organization. According to Ramezan (2016), Organizational Culture is a belief and ethical principle of organizational members that plays an important role in the organization's management system. Employees who have a high Commitment to Professionals can be seen from their Job Satisfaction in the organization.

Interactions between people at all levels determine the Organizational Culture and these interactions also determine the organization's attitude towards people and processes.

Usually cultural issues make people leave the organization. Variations in employee retention across different organizations may be a result of the values of Organizational Culture. These values influence an organization's human resource strategy, development and promotion procedures, and reward systems. In different organizations, different levels of commitment and retention among employees, are fostered by psychological contracts that are the result of different human resource strategies. It can also moderate the gap between the weak-performing and the strong retention rates.

C. The Direct Effect of Self-Efficacy on Commitment to the Profession

Based on the results of the calculation, it shows that Self-Efficacy has a direct and significant positive effect on Commitment to the Profession (there is an influence), this can be seen from the path coefficient $\beta_{y1} = 0.568$. To find out whether or not self-efficacy has a direct effect on commitment to the profession, a significance test is carried out with a t-test. The path coefficient is significant if the tcount value $>$ ttable or vice versa. The results of the calculation of the t-test were obtained tcount = 4.473 while ttable = 1.96 so that the tcount $>$ ttable or $4.473 > 1.96$, then H_0 was rejected so that the β_{y2} pathway coefficient was significant. Thus, Self-Efficacy (X2) has a significant positive effect on Commitment to the Profession (Y).

Commitment to the teaching profession reflects the psychological bond with the teaching profession. Until now, antecedent analysis of Commitment to the Teacher Profession motivation has been largely limited to research on teacher self-efficacy, conceptualized as a belief in a person's teaching abilities (e.g., Chan et al. 2008; Coladarc 1992; Ware & Kittanas 2007). Effective teachers tend to have a stronger commitment to their profession in part because they expect to succeed in professional tasks and because professional success is intrinsically rewarding.

The concept of Self-Efficacy is also known as part of social cognitive theory. This theory refers to an individual's belief in his or her ability to perform the tasks entrusted to him (Bandura, 2012). The higher the Self-Efficacy, the higher the self-confidence in one's ability to achieve success. In difficult situations, people with low Self-Efficacy would easily reduce their efforts or give up. On the other hand, people with high Self-Efficacy will try harder to overcome the challenges they face. Self-efficacy can create a positive circle where people who have high self-confidence become more engaged in their tasks so that they are able to improve their performance, and in turn, the performance achieved further increases their confidence. When dealing with a condition, an individual can have a sense and belief that he is capable/unable to overcome the condition. This belief in self-ability is associated with the term Self-Efficacy. The concept initiated by Albert Bandura emphasizes the role of learning, social experience, and mutual determination for personality development.

According to Luthans and Peterson (2001), Self-Efficacy is a better predictor of performance than a variety of attitudes in the traditional workplace (e.g., satisfaction and commitment), personality type, education level, training, goal setting, and feedback. Self-efficacy affects an individual's learning ability, motivation, and performance, because individuals will strive to learn and perform only tasks that they believe can be successfully done (Lunenburg, 2011). Self-efficacy can create a positive circle where people who have high self-confidence become more skilled in their duties so that they are able to increase their commitment to their profession.

D. The Direct Effect of Job Satisfaction on Professional Commitment

Based on the results of the calculation, it shows that Job Satisfaction has a direct and significant positive effect on Commitment to the Profession (there is an effect), this can be seen from the path coefficient $\beta_{y3} = 0.422$. To find out whether job satisfaction has a direct effect on commitment to the profession, a significance test is carried out with a t-test. The path coefficient is significant if the tcount value $>$ ttable or vice versa. The results of the t-test calculation were obtained tcount = 2.095 while ttable = 1.96 so that tcount $>$ ttable or $2.095 > 1.96$, then H_0 was rejected so that the β_{y1} pathway coefficient was significant. Thus, Job Satisfaction (X3) has a significant positive effect on Commitment to the Profession (Y).

E. The Direct Effect of Work Motivation on Commitment to the Profession

Based on the results of the calculation, it shows that Motivation has a direct positive effect that is not significant to Commitment to the Profession (no effect), this can be seen from the path coefficient $\beta_{y4} = 0.422$. To find out whether or not work motivation has a direct effect on commitment to the profession, a significance test is carried out with a t-test. The path coefficient is significant if the tcount value $>$ ttable or vice versa. The results of the t-test calculation were obtained tcount = 1.854 while ttable = 1.96 so that tcount $<$ ttable or $1.854 < 1.96$, then H_0 was accepted so that the path coefficient β_{y4} was not significant. Thus, there was no positive and significant influence of Work Motivation (X4) on Commitment to the Profession (Y).

F. The Direct Influence of Organizational Culture on Job Satisfaction

Based on the results of the calculation, it shows that Organizational Culture has a direct and significant positive effect on Job Satisfaction (there is an influence), this can be seen from the path coefficient $\beta_{x31} = 0.755$. To find out whether the Organizational Culture has a direct and significant positive effect on Job Satisfaction, a significance test is carried out with a t-test. The path coefficient is significant if the tcount value $>$ ttable or vice versa. The results of the calculation of the t-test were obtained as tcount = 9.151 while ttable = 1.96 so that tcount $>$ ttable or $9.151 > 1.96$, then H_0 was rejected so that the path coefficient β_{x31} was significant. Thus, Organizational Culture (X1) has a significant positive effect on Job Satisfaction (X3).

G. The Direct Influence of Organizational Culture on Work Motivation

Based on the results of the calculation, it shows that Organizational Culture has a direct and significant positive effect on Work Motivation (there is an influence), this can be seen from the path coefficient $\beta_{x41} = 0.927$. To find out whether the Organizational Culture has a direct and significant positive effect on Work Motivation, a significance test is carried out with a t-test. The path coefficient is significant if the tcount value $>$ ttable or vice versa. The results of the calculation of the t-test were obtained tcount = 19.497 while ttable = 1.96 so that the tcount $>$ ttable or $19.497 > 1.96$, then H_0 was rejected so that the path coefficient β_{x41} was significant. Thus, Organizational Culture (X1) has a significant positive effect on Work Motivation (X3).

H. The Direct Effect of Self-Efficacy on Job Satisfaction

Based on the results of the calculation, it shows that Self-Efficacy has a direct and significant positive effect on Job Satisfaction (there is an effect), this can be seen from the path coefficient $\beta_{x31} = 0.755$. To find out whether the Organizational Culture has a direct

and significant positive effect on Job Satisfaction, a significance test is carried out with a t-test. The path coefficient is significant if the tcount value $>$ ttable or vice versa. The results of the calculation of the t-test obtained tcount = 2.240 while ttable = 1.96 so that the tcount $>$ ttable or $2.240 > 1.96$, then H_0 was rejected so that the path coefficient β_{x32} was significant. Thus, Self-Efficacy (X2) has a significant positive effect on Job Satisfaction (X3).

I. Direct Effect of Self-Efficacy on Work Motivation

Based on the results of the calculation, it shows that Self-Efficacy has a direct positive and insignificant effect on Work Motivation (no effect), this can be seen from the path coefficient $\beta_{x41} = 0.064$. To find out whether or not Self-Efficacy has a direct and significant positive effect on Work Motivation, a significance test is carried out with a t-test. The path coefficient is significant if the tcount value $>$ ttable or vice versa. The results of the t-test calculation were obtained tcount = 1.306 while ttable = 1.96 so that tcount $<$ ttable or $1.306 < 1.96$, then H_0 was accepted so that the path coefficient β_{x42} was not significant. Thus, Self-Efficacy (X2) has a positive effect on Work Motivation (X4).

J. The Indirect Influence of Organizational Culture on Commitment to the Profession through Job Satisfaction

The results of the study show that Organizational Culture has an indirectly positive and insignificant effect on Commitment to the Profession through Job Satisfaction (no effect). This can be seen from the path coefficient $\beta_{y31} = 0.319$. To find out whether the Organizational Culture is significant to Commitment to the Profession through Job Satisfaction, a significance test is carried out with a t-test. The path coefficient is significant if the tcount value $>$ ttable or vice versa. The results of the calculation of the t-test were obtained tcount = 1.816 while ttable = 1.96 so that tcount $<$ ttable or $1.816 < 1.96$. Thus, there is no positive and insignificant indirect influence of Organizational Culture on Commitment to the Profession through Job Satisfaction.

K. The Indirect Influence of Organizational Culture on Commitment to the Profession through Work Motivation

The results of the study show that Organizational Culture has an indirect, positive and significant effect on Commitment to the Profession through Work Motivation (there is an influence). This can be seen from the path coefficient $\beta_{y41} = 0.438$. To determine the significance of Organizational Culture to Commitment to the Profession through Work Motivation, a significance test was carried out with a t-test. The path coefficient is significant if the tcount value $>$ ttable or vice versa. The results of the calculation of the t-test were obtained as tcount = 1.978 while ttable = 1.96 so that tcount $>$ ttable or $1.978 > 1.96$. Thus, there is an indirect positive and significant influence of Organizational Culture on Commitment to the Profession through Work Motivation.

L. Indirect Effect of Self-Efficacy on Commitment to the Profession through Job Satisfaction

The results of the study showed that Self-Efficacy had an indirect, positive and insignificant effect on Commitment to the Profession through Job Satisfaction (no effect). This can be seen from the path coefficient $\beta_{y32} = 0.070$. To find out whether or not Self-Efficacy is significant to Commitment to the Profession through Job Satisfaction, a significance test is carried out with a t-test. The path coefficient is significant if the tcount

value $>$ t_{table} or vice versa. The results of the calculation of the t-test were obtained as $t_{count} = 1.835$ while $t_{table} = 1.96$ so that $t_{count} < t_{table}$ or $1.835 < 1.96$. Thus, there is no positive and significant indirect influence of Self-Efficacy on Commitment to the Profession through Job Satisfaction.

M. The Indirect Effect of Self-Efficacy on Commitment to the Profession through Work Motivation

The results of the study showed that Self-Efficacy had a positive and insignificant indirect effect on Commitment to the Profession through Work Motivation (no effect). This can be seen from the path coefficient $\beta_{y42} = 0.030$. To find out whether or not Self-Efficacy is significant to Commitment to the Profession through Work Motivation, a significance test is carried out with a t-test. The path coefficient is significant if the t_{count} value $>$ t_{table} or vice versa. The results of the calculation of the t-test were obtained $t_{count} = 0.912$ while $t_{table} = 1.96$ so that $t_{count} < t_{table}$ or $0.912 < 1.96$. Thus, there is no positive and significant indirect influence of Self-Efficacy on Commitment to the Profession through Work Motivation.

CONCLUSION

Based on the results of research and data processing, it can be concluded that commitment to the profession can be increased through Strengthening Organizational Culture, Self-Efficacy, Job Satisfaction, and Work Motivation. This can be proven by the calculation value above obtained a value of $F_{cal} 371.53$ with a Sig value of 0.00. The value of F_{table} is 34.28. Based on these results, $F_h > F_t$ or $371.53 > 34.28$ which means H_0 is rejected. Thus, it is concluded that Commitment to the Profession can be increased through Strengthening Organizational Culture, Self-Efficacy, Job Satisfaction, and Work Motivation. Organizational Culture has a direct and significant positive effect on Commitment to the Profession (there is an influence), this can be seen from the path coefficient $\beta_{y1} = 0.321$. The results of the calculation of the t-test were obtained $t_{count} = 2.439$ while $t_{table} = 1.96$ so that $t_{count} > t_{table}$ or $2.439 > 1.96$, then H_0 was rejected so that the β_{y1} pathway coefficient was significant. Thus, Organizational Culture (X1) has a significant positive effect on Commitment to the Profession (Y). Self-efficacy has a direct and significant positive effect on Commitment to the Profession (there is an effect), this can be seen from the path coefficient $\beta_{y1} = 0.568$. The results of the calculation of the t-test were obtained $t_{count} = 4.473$ while $t_{table} = 1.96$ so that the $t_{count} > t_{table}$ or $4.473 > 1.96$, then H_0 was rejected so that the β_{y2} pathway coefficient was significant. Thus, Self-Efficacy (X2) has a significant positive effect on Commitment to the Profession (Y). Job Satisfaction has a direct and significant positive effect on Commitment to the Profession (there is an effect), this can be seen from the path coefficient $\beta_{y3} = 0.422$. The results of the t-test calculation obtained $t_{count} = 2.095$ while $t_{table} = 1.96$ so that $t_{count} > t_{table}$ or $2.095 > 1.96$, then H_0 was rejected so that the β_{y1} pathway coefficient was significant. Thus, Job Satisfaction (X3) has a significant positive effect on Commitment to the Profession (Y).

Motivation has a direct positive effect on Commitment to the Profession (no effect), this can be seen from the path coefficient $\beta_{y4} = 0.422$. The results of the t-test calculation were obtained $t_{count} = 1.854$ while $t_{table} = 1.96$ so that $t_{count} < t_{table}$ or $1.854 < 1.96$, then H_0 was accepted so that the path coefficient β_{y4} was not significant. Thus, there was no positive and

significant influence of Work Motivation (X4) on Commitment to the Profession (Y). Organizational Culture has a direct and significant positive effect on Job Satisfaction (there is an influence), this can be seen from the path coefficient $\beta_{x31} = 0.755$. The results of the calculation of the t-test were obtained as $t_{count} = 9.151$ while $t_{table} = 1.96$ so that $t_{count} > t_{table}$ or $9.151 > 1.96$, then H_0 was rejected so that the path coefficient β_{x31} was significant. Thus, Organizational Culture (X1) has a significant positive effect on Job Satisfaction (X3). Organizational Culture has a direct and significant positive effect on Work Motivation (there is an influence), this can be seen from the path coefficient $\beta_{x41} = 0.927$. The results of the calculation of the t-test were obtained $t_{count} = 19.497$ while $t_{table} = 1.96$ so that the $t_{count} > t_{table}$ or $19.497 > 1.96$, then H_0 was rejected so that the path coefficient β_{x41} was significant. Thus, Organizational Culture (X1) has a significant positive effect on Work Motivation (X3). Self-efficacy has a direct and significant positive effect on Job Satisfaction (there is an effect), this can be seen from the path coefficient $\beta_{x31} = 0.755$. The results of the calculation of the t-test obtained $t_{count} = 2.240$ while $t_{table} = 1.96$ so that the $t_{count} > t_{table}$ or $2.240 > 1.96$, then H_0 was rejected so that the path coefficient β_{x32} was significant. Thus, Self-Efficacy (X2) has a significant positive effect on Job Satisfaction (X3). 9. Self-efficacy has a direct positive effect of not significantly on Work Motivation (no effect), this can be seen from the path coefficient $\beta_{x41} = 0.064$. The results of the t-test calculation were obtained $t_{count} = 1.306$ while $t_{table} = 1.96$ so that $t_{count} < t_{table}$ or $1.306 < 1.96$, then H_0 was accepted so that the path coefficient β_{x42} was not significant. Thus, Self-Efficacy (X2) has a positive effect on Work Motivation (X4).

Organizational Culture has an indirect, positive and insignificant effect on Commitment to the Profession through Job Satisfaction (no effect). This can be seen from the path coefficient $\beta_{y31} = 0.319$. The results of the calculation of the t-test were obtained $t_{count} = 1.816$ while $t_{table} = 1.96$ so that $t_{count} < t_{table}$ or $1.816 < 1.96$. Thus, there is no positive and significant influence of Organizational Culture on Commitment to the Profession through Job Satisfaction. Organizational Culture has an indirect, positive and significant effect on Commitment to the Profession through Work Motivation (there is an influence). This can be seen from the path coefficient $\beta_{y41} = 0.438$. The results of the calculation of the t-test were obtained as $t_{count} = 1.978$ while $t_{table} = 1.96$ so that $t_{count} > t_{table}$ or $1.978 > 1.96$. Thus, there is a positive and significant influence of Organizational Culture on Commitment to the Profession through Work Motivation. Self-efficacy has an indirect, positive and insignificant effect on Commitment to the Profession through Job Satisfaction (no effect). This can be seen from the path coefficient $\beta_{y32} = 0.070$. The results of the calculation of the t-test were obtained as $t_{count} = 1.835$ while $t_{table} = 1.96$ so that $t_{count} < t_{table}$ or $1.835 < 1.96$. Thus, there is no positive and significant influence of Self-Efficacy on Commitment to the Profession through Job Satisfaction. 13. Self-efficacy has an indirect, positive and insignificant effect on Commitment to the Profession through Work Motivation (no effect). This can be seen from the path coefficient $\beta_{y42} = 0.030$. The results of the calculation of the t-test were obtained $t_{count} = 0.912$ while $t_{table} = 1.96$ so that $t_{count} < t_{table}$ or $0.912 < 1.96$. Thus, there is no positive and significant influence of Self-Efficacy on Commitment to the Profession through Work Motivation.

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