Analysis The Effect of Job Enrichment, Job Engagement,Team Work and Organization Culture on Organizational Comitment with Job Satisfaction as Mediating Variable on Vocational School Surabaya

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Abstract

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| **Aims:** Organizational commitment is crucial for ensuring the long-term sustainability and performance of vocational schools. This study aimed to investigate how job enrichment, job engagement with job satisfaction as mediating role.**Study design:** This research is quantitative study by using random sampling, the primary data by distributing questionnaires.**Place and Duration of Study:** The sample were 165 a teacher from vocational school Surabaya. The method used SEM.**Methodology:** This research is quantitative research. The population of all private vocational school teachers in Surabaya. Sampling technique with random sampling with a total of 165 teachers of SMK swsata in Surabaya (according to the questionnaire returned). The data analysis technique using SEM (Structural Equation Modelling) is 100-200 (sugiyono, 2010). **Results:** The result are job enrichment affects job satisfaction, job engagement affects job satisfaction, team works has no effect on job satisfaction, organizational culture has no effect on job satisfaction, job enrichment affects organizational commitment, job engangement affects organizational commitment, team works affects organizational commitment, organizational culture affects organizational commitment, job satisfaction affects organizational commitment, transformational leadership moderates the influence of job satisfaction on organizational commitment.**Conclusion:** The sustainability of the management of the learning system in vocational high school institutions must of course be maintained in order to help or contribute to the community to develop human resources in a sustainable manner through various variables that have been described previously. |

*Keywords: [job enrichment, job engagement, team work, organization culture, organizational commitment, job satisfaction }*

1. INTRODUCTION

All forms of organizations, both profit and non-profit, will require high quality human resources in an effort to produce optimal performance in accordance with the planning from the beginning of the formation of the organization concerned. Human resources as the basic capital in managing an organization require a high commitment in carrying out their duties and responsibilities both now and in the future. The level of commitment of employees or employees will grow if they have a high feeling of having values in the organization. In addition, employee or employee empowerment of the organization can be done through the acceptance and recognition of their inputs and inspirations, so that they have higher trust and like the organization as a place to implement their positive and beneficial thoughts for the organization. Hanaysha and Tahir (2016) Employee empowerment is an effective strategy whereby an organization uses it to improve the capabilities and responsibility of its employee, because is it accepted that if an employee is empowered, he will be more efficient in performing his task. Employees as members of the organization have an attachment to their organizational structure and the values in it, it is needed so that in behaving will not deviate from the norms that have been set together. When an employee has felt his attachment to the organization and the organization gives recognition to him, it will be able to cause his job satisfaction. Shama et all (2015) in highly dynamic work environment create pressure on organizations to keep their position and improve their performance over their competitor. When a person is involved in an organization, it will not be separated from the activities of the work team both individually and in groups. The things needed in a working group are stated in the job description of each of the work groups Hanaysha and Tahir (2016) The benefits of team work include improved growth in productivity, particulary, in situations that require a group of members to look for creative ideas for doing certain tasks to achieve overall organizational goals. Everyone in carrying out their duties and responsibilities in the organization will need a code of conduct so as not to deviate from the order of values that have been trusted and recognized to be true and implemented with all consequences that arise from their peak. Bliss (1999) in Koesmono (2012): Corporate Culture is important because it's the sum total of values, virtues, accepted behaviors (both good and not so good), the way we do things around here and the political environment of a company. The dream of every employee is to feel job satisfaction in their lives, in connection with this, job satisfaction is a driver for everyone to increase their work productivity. The job satisfaction felt by an employee has different levels depending on the extent to which these aspects can satisfy him to meet his needs and desires. Dole and Schroeder (2002) in Koesmono (2012) Job satisfaction can be defined as an individual's affective reaction to his or her work environment. A company needs a statement both verbally and in writing about its organizational commitment because this will relate to the extent to which it has loyalty to the organization or company in an effort to achieve its goals. The existence of conditions or levels of job satisfaction will also be related to the leadership pattern in the organization, whether the leadership possessed is able to strengthen the impact of the influence of job satisfaction on employee organizational commitment. Robbin and Judge (2016) Transformational Leadership is a leadership pattern that inspires its followers to fulfill their own interests and is able to have a profound and extraordinary influence on their followers. Companies need their employees to have high loyalty to the organization in the hope of improving performance through loyalty and actual productivity levels and to meet maximum performance output targets. Koesmono (2022) The high organizational commitment of employees must be accompanied by a high pattern of behavior of leaders who are sensitive to their environment. Regarding the series of variables that have been described earlier, it requires research to the extent to which the variables of Job Enrichment, Employee Engagement, Team Work and Organization Culture can affect Organizational Commitment mediated by Job Satisfaction and mediated by Transformational Leadership. This study uses the analysis unit of Private Vocational Teachers in Surabaya. Teachers as educators at the secondary level need a broad insight into their profession in an effort to increase their commitment to the school so that their students feel accommodated to what is needed as a student in the learning and teaching process.

2. THEORETICAL REVIEW

*Job Enrichment*

The existence of employees or organizations is a very important domain because it is the driving force of the organization both individually and in groups in formal activities. Mc and Glinov (2003): Employees are given more responsibility for their schedules, coordination and work planning. Rhataian for employees by increasing the volume of work will be able to motivate and of course be balanced by providing adequate motivation for those concerned.

Job Engagement

Employee involvement in their work is expected to be maximized according to their competence, this can be realized if the person concerned really understands and appreciates his duties and responsibilities. Robbins and Judge (2016) Engagement at work is an investment in the physical, cognitive and emotional energy of workers towards performance

Team Works. Monata and Yulihasri (2024) Employee engagement positively and significantly impacts organizational commitment at PT. From the Great Plains. Monata and Yulihasri (2024) Employee engagement has a strong effect on Job satisfaction.

Team Work

Organizing will definitely not be separated from the group work of the individuals in it. Activities in an organization are in principle two kinds of individual and group activities, all of which require different skills and skills in accordance with the organizational structure that has been formed in the hope of being effective and efficient. The management will certainly think proportionally in determining the individual or group achievements that have been achieved by the employee concerned without leaving an objective assessment of the results. Wahyono (2010) A work group is two or more individuals who interact in various information and are interdependent and join together to achieve the goal. Ghorban Hosseini (2013) Team working positively influences to Organizational commitment.

Organizational Culture

Every form of organization will definitely have a code of conduct for all those involved in it. Organizational culture will have a long-term and short-term impact on performance achievements both individually and in groups. The existence of organizational cultural values from one organization to another will vary according to the stakeholders concerned in achieving their work productivity. A positive and strong organizational culture will be passed down from one generation to another. Schein (1985) in Moeljono (2005) is a system of common meaning embraced by the members that distinguishes the organization from other organizations. Considering that each individual has different attitudes and behaviors, to unite them, it is necessary to have a code of conduct so as not to deviate from the norms that have been set. Ghorban Hosseini (2013) Organizational culture positively influences to organizational commitment.

Job Satisfaction

Every employee certainly expects job satisfaction in carrying out their activities at their respective workplaces. Because job satisfaction will be able to increase work motivation for the employee concerned. The main challenge for an organization or company is to what extent it can give birth to job satisfaction of its members or employees, for that the problem of job satisfaction has specificities to be carefully considered by the organization's leadership. Robbins and Judge (2016) Job satisfaction is a positive feeling towards work, which results from an evaluation of its characteristics. Based on this, job satisfaction is an assessment attitude of a person to what is felt from the results of his activities in the environment where the person concerned is located. Monata and Yulihasri (2024) Job satisfaction positively and signifanctly affects organizational commitment at PT. From the Field of Swords. Koesmono (2014) job satisfaction is an assessment, feeling, or attitude of person or employee to wards work and related to the work environment is the fulfillment of various desires and needs through work or work activity. Nurlina et.al (2023) Job satisfaction has a direct positive effect on an organizational commitment.

Transformational Leadership

Organizational activities are a management of individuals involved in it to join efforts to achieve common interests through official activities that have both short-term and long-term goals with various problems faced. The organization will run as expected if there is someone responsible for achieving the vision and mission that has been set. The figure of a leader is needed to coordinate all existing activities. The leader concerned must be able to inspire all his followers to have a comprehensive insight into the common interest in managing the organization. Koesmono (2022) Leadership is a long process of a person's life in his career and requires good or bad life experiences. A person's leadership maturity depends on his past experience. Koesmono (2022) Transformational Leadership tends to apply a transformational strategy and will apply several aspects, namely 1) oriented to the vision and mission of the future so that all subordinates have broad insight into the organization's goals 2) instill strong motivation in individuals and groups to produce optimal performance 3) always make breakthroughs for the advancement of their subordinates' knowledge and skills 4) personal approach by providing Special attention to their subordinates so that each individual has equal ability to carry out the duties for which he or she is responsible.

Organizational Commitment

Every employee will have a sense of concern for the organization occupied to achieve the welfare of his life and the continuity of his work in the future. Employees will remain loyal to the organization or company if they feel that their workplace can meet and satisfy themselves through meeting their needs without having to compare with other workplaces. The high commitment of employees to their workplace will also be influenced by the level of quality of the leader concerned. Robbins and Judge (2016) Organizational commitment is the level at which a worker identifies an organization, its goals and expectations to remain a member.

Conceptual Framework

H1

H5

H2

H3

H10

H6

H9

H44

H7

H8

Figure 1. Conceptual Framework

**Hypothesis:**

H1: Job enrichment affects job satisfaction

H2: Job enrichment affects job satisfaction

H3: Team works affect job satisfaction

H4: Organizational Culture Affects Job Satisfaction

H5: Job Enrichment Affects Organizational Commitment

H6: Job Engagement affects organizational commitment

H7: Team Works affects Organizational Commitment

H8: Organizational Culture Affects Organizational Commitment

H9: Job Satisfaction Affects Organizational Commitment

H10: Transformational Leadership moderates the influence of Job Satisfaction on Organizational Commitment

**RESEARCH METHOD**

This research is quantitative research. The population of all private vocational school teachers in Surabaya. Sampling technique with random sampling with a total of 165 teachers of SMK swsata in Surabaya (according to the questionnaire returned). The data analysis technique using SEM (Structural Equation Modelling) is 100-200 (sugiyono, 2010). The average results of respondents' responses to each indicator and subsequent variables can be categorized using the following class interval formula guide (Nazir, 2009:379):

$$Interval kelas= \frac{Range}{Jumlah interval kelas}=\frac{Skor tertinggi-Skor terendah}{Jumlah interval kelas}= \frac{5-1}{5}=0,80$$

The resulting class interval is 0.80, this value is then used as a guideline to determine the category based on the average interval, which is as follows: 1.00 < mean ≤ 1.80 = strongly disagree / very poor, 1.80 < mean ≤ 2.60 = disagree / poor, 2.60 < mean ≤ 3.40 = neutral / fair, 3.40 < mean ≤ 4.20 = agree / good, 4.20 mean < ≤ 5.00 = strongly agree / excellent.

**RESULTS**

Research results through distributed questionaries to a teacher in SMK Swasta Surabaya. Type and number of samples: the highest gender is male about 99 people, Female = 66 people. A teacher age 24 - 30 years = 90 people, 31 - 40 years = 50 people and over 41 years = 25 people. The long work as a teacher 3 – 6 years = 35, 7 – 9 years 31, above 9 years = 99. Education for S1 = 105, S2 = 48 people and S3 = 12 people.

 The average respondents answer for job enrichment (X1) = 4.10 (good), Job engagement (X2) 4.22 = (excellent), Team work (X3) = 4.20 (good), Organizational culture (X4) = 4.09 (Good), Job satisfaction (Y1) = 4.24 (excellent), Organizational Commitment (Y2) = 4.30 (excellent) and Transformational Leadership (Z) = 4.22 (excellent). All of them in the interval 3.40-4.20 and 4.20-5.00 are classified as in the good category and excellent.

**Construct Validity**

The result of evaluation of construct validity can be seen in Table 1. It shows that each indicator are consist of job enrichment, *Job Engagement, Team Work, Organizational Culture, Job Satisfaction, Organizational Commitment, Transformational Leadership* has a factor loading value greater than 0,5, it said valid and can be used as models.

**Table 1 Construct validity**

|  |  |  |  |
| --- | --- | --- | --- |
| Variable | Indicators | *Loading Factor* (FL) | Decision |
| *Job Enrichment* (X1) | X1.1 | 0,795 | Valid |
| X1.2 | 0,717 | Valid |
| X1.3 | 0,691 | Valid |
| X1.4 | 0,813 | Valid |
| X1.5 | 0,715 | Valid |
| *Job Engagement* (X2) | X2.1 | 0,732 | Valid |
| X2.2 | 0,724 | Valid |
| X2.3 | 0,763 | Valid |
| X2.4 | 0,764 | Valid |
| X2.5 | 0,706 | Valid |
| *Team Work* (X3) | X3.1 | 0,709 | Valid |
| X3.2 | 0,704 | Valid |
| X3.3 | 0,651 | Valid |
| X3.4 | 0,764 | Valid |
| X3.5 | 0,738 | Valid |
| *Organizational Culture* (X4) | X4.1 | 0,619 | Valid |
| X4.2 | 0,755 | Valid |
| X4.3 | 0,789 | Valid |
| X4.4 | 0,750 | Valid |
| X4.5 | 0,788 | Valid |
| *Job Satisfaction* (Y1) | Y1.1 | 0,731 | Valid |
| Y1.2 | 0,682 | Valid |
| Y1.3 | 0,666 | Valid |
| Y1.4 | 0,768 | Valid |
| Y1.5 | 0,755 | Valid |
| *Organizational Commitment* (Y2) | Y2.1 | 0,780 | Valid |
| Y2.2 | 0,747 | Valid |
| Y2.3 | 0,770 | Valid |
| Y2.4 | 0,665 | Valid |
| Y2.5 | 0,704 | Valid |
| *Transformational Leadership* (Z) | Z.1 | 0,821 | Valid |
| Z.2 | 0,691 | Valid |
| Z.3 | 0,754 | Valid |
| Z.4 | 0,740 | Valid |
| Z.5 | 0,703 | Valid |

**Construct Reliability**

The reliability test is said reliable if the construct reliability value is higher than 0.60 (Ghozali, 2011:78). Each construct produces a construct reliability value greater than 0.70.

 **Table 2 Construct reliability**

|  |  |  |  |
| --- | --- | --- | --- |
| Variable | *Construct Reliability* | *AVE* | Decision |
| *Job Enrichment* (X1) | 0,863 | 0,559 | Reliable |
| *Job Engagement* (X2) | 0,857 | 0,545 | Reliable |
| *Team Work* (X3) | 0,838 | 0,510 | Reliable |
| *Organizational Culture* (X4) | 0,859 | 0,552 | Reliable |
| *Job Satisfaction* (Y1) | 0,844 | 0,521 | Reliable |
| *Organizational Commitment* (Y2) | 0,854 | 0,539 | Reliable |
| *Transformational Leadership* (Z) | 0,860 | 0,552 | Reliable |
| Condition | ≥ 0.70 | ≥ 0.50 |  |

**Structural Model Fit**

 After the measurement model analysis stage is fulfilled, the next stage is the structural model analysis. The structural model stage begins with evaluating the structural model fit) goodness of fit). Which ensures that the developed model is by data (fit) as follows:

 **Table 3 Fit measure for the structural model**

|  |  |  |
| --- | --- | --- |
| *Fit Measure* | *Critical Value* | *Structural Model* |
| *Index value* | Decision |
| *Absolute Fit Indices* | *Probability*  | > 0.05 | 0,051 | *Good fit* |
| *Cmin/DF* | ≤ 2,00 | 1,102 | *Good fit* |
| *GFI* | ≥ 0,90 | 0,840 | *Marginal fit* |
| *RMSEA* | ≤ 0,08 | 0,025 | *Good fit* |
| *Incremental Fit Indexes* | *CFI* | ≥ 0,95 | 0,977 | *Good fit* |
| *TLI* | ≥ 0,95 | 0,975 | *Good fit* |
| *Parsimony Fit Indices* | *AGFI* | ≥ 0,90 | 0,813 | *Marginal fit* |

 Table 3 the structural model sustability test result shows that all of the criteria for absolute fit induces, incremental fit indices and parsimony fit indices have met requirements (marginal fit and good fit) so that the structural model can be accepted and then tested for significance of the influence between variables, both the direct or indirect effect.

Regression equations

Y1 = a X1 + b X2 + c X3 + d X4

Y2 = e Y1 + f X1 + g X2 + h X3 + i X4

Z = Variable Moderator

The results of existing data processing are directly and indirectly influenced by the following variables:

**Table 4 Summary of the direct effect testing**

| Yes | *Structural relationship* | *Std. Estimate* | *ONE* | *C.R.* | *P-value* | *Decision* |
| --- | --- | --- | --- | --- | --- | --- |
| 1 | X1 | 🡪 | Y1 | 0,331 | 0,064 | 0,000 | 0,000 | H1 accepted |
| 2 | X2 | 🡪 | Y1 | 0,344 | 0,081 | 3,834 | 0,000 | H2 accepted |
| 3 | X3 | 🡪 | Y1 | 0,159 | 0,091 | 1,880 | **0,060** | H3 rejected |
| 4 | X4 | 🡪 | Y1 | 0,130 | 0,101 | 1,540 | **0,123** | H4 rejected |
| 5 | X1 | 🡪 | Y2 | 0,216 | 0,053 | 2,797 | 0,005 | H5 accepted |
| 6 | X2 | 🡪 | Y2 | 0,228 | 0,068 | 2,859 | 0,004 | H6 accepted |
| 7 | X3 | 🡪 | Y2 | 0,336 | 0,080 | 4,230 | 0,000 | H7 accepted |
| 8 | X4 | 🡪 | Y2 | 0,301 | 0,088 | 3,820 | 0,000 | H8 accepted |
| 9 | Y1 | 🡪 | Y2 | 0,232 | 0,086 | 2,542 | 0,011 | H9 accepted |
| Description:X1: *Job Enrichment*  X4: *Organizational Culture*X2: *Job Engagement*  Y1: *Job Satisfaction*X3: *Team Work*  Y2: *Organizational Commitment* |

 Table 4 above explains that all of the variables X1 🡪 Y1, X2 🡪 Y2, X1 🡪 Y2, X2 🡪 Y2, X3 🡪 Y2, X4 🡪 Y2 and Y1 🡪 Y2 are ecepted, while X3 🡪 Y1 and X4 🡪 Y1 are rejected.

**Table 5 Summary of the indirect effect testing**

| *Indirect Effect* | *Std. Estimate* | *ONE* | *CR* | *P-value* | Nature of Mediation |
| --- | --- | --- | --- | --- | --- |
| X1 🡪 Y1 🡪 Y2 | 0,077 | 0,028 | 1,893 | 0,009 | *Partially mediation* |
| X2 🡪 Y1 🡪 Y2 | 0,080 | 0,038 | 1,789 | 0,020 | *Partially mediation* |
| X3 🡪 Y1 🡪 Y2 | 0,037 | 0,024 | 1,542 | 0,123 | *No mediation* |
| X4 🡪 Y1 🡪 Y2 | 0,030 | 0,032 | 1,063 | 0,226 | *No mediation* |
| Description:X1: *Job Enrichment*  X4: *Organizational Culture*X2: *Job Engagement*  Y1: *Job Satisfaction*X3: *Team Work*  Y2: *Organizational Commitment* |

 Table 5 above explains that the indirect path significance test results shows a significance test results show a significant effect with significance value (p-value) < 0.05. Thus X1 🡪 Y1 🡪 Y2 job enrichment has an effect on organizational commitment through job satisfaction, X2 🡪 Y1 🡪 Y2 job engagement has an effect on organizational commitment through job satisfaction, X3 🡪 Y1 🡪 Y2 team works has no effect on organizational commitment through job satisfaction (p-value >0.05), X4 🡪 Y1 🡪 Y2 organizational culture has no effect on organizational commitment through job satisfaction (p-value >0.05).

The results of data analysis about the Moderator Variables are as follows:

**Table 6 Summary of the moderating effect hypotheses**

| Hip. | Moderating relationship  | Std. Estimate | C.R. | P value | Results |
| --- | --- | --- | --- | --- | --- |
| H10 | *Transformational leadership* (Z) moderates the effect of *job satisfaction* (Y1) on *organizational commitment* (Y2) | 0,391(Strengthen) | 5,073 | 0,000 | H10 accepted |

Table 6 above explains that it turns out to moderate the effect of job satisfaction on organizational commitment. This is that hypothesis 10 can be accepted as a significant event with a P value (0.000 < 0.05)

After estimating the main model and the model with moderation effect testing, the results of the estimation can be combined in the following figure:

0,331

0,344

0,228

0,232

0,216

0,391

0,159

0,130

0,336

0,301

Figure 2: Effect of exogenous variables on endogenous variables

This figure shows that the overall results of the hypothesis set for the variable in question so that it can be interpreted are as follows:

1. Hypothesis1: Job Enrichment has an effect on Job Satisfaction accepted with a coefficient of 0.331.
2. Hypothesis 2: Job Engagement has an effect on Job Satisfaction received with a coefficient of 0.344
3. Hypothesis 3: Team Works has an effect on Job Satisfaction minus with a coefficient of 0.159
4. Hypothesis 4: Organizational Culture has an effect on Job Satisfaction is not accepted with a coefficient of 0.130
5. Hypothesis 5: Job Enrichmnet affects Organizational commitment received with a coefficient of 0.216
6. Hypothesis 6: Job Engagement has an effect on Organizational commitment received with a coefficient of 0.228
7. Hypothesis 7: Team Works has an effect on Organizational Commitment accepted with a coefficient of 0.336
8. Hypothesis 8: Organizational Culture affects Organizational commitment accepted with a coefficient of 0.301
9. Hypothesis 9: Job Satisfaction has an effect on Organizational commitment received with a coefficient of 0.336
10. Hypothesis 10: Transformational Leadership moderates the influence of Job Satisfaction on Organizational Commitment received with a Coefficient of 0.232

**DISCUSSION**

Job Enrichment has a positive effect on job satisfaction. Job enrichment is very important for vocational school teachers to improve their competence in carrying out their profession, such as: participating in workshops in developing education policy programs with the aim of improving the quality of learning. In addition, it also reviews learning tools between teachers by providing input between teachers so that it is hoped that a fun learning atmosphere will be created and in accordance with the needs of students, creating a learning community through MGMP by providing opportunities for vocational teachers to work together and exchange experiences to create positive synergy between teaching staff and the use of technology in improving learning through the production of integrated videos with technology in learning so that it can increase the attraction and involvement of students. These results are supported by research that has been conducted by Ongkowidjojo (2013) and Marta *et*.*al* (2021)

Job Engagement affects Job Satisfaction. The teacher's feelings and attitude towards his work give a positive picture and feel in accordance with his talents so that job satisfaction is felt. The role of vocational school teachers is very important in delivering student success by making various interesting learning methods in teaching so that teachers must be innovative and creative, vocational teachers are proud in carrying out their work, this is proven by many students who are accepted into State Universities, working according to their competencies. These results support research that has been conducted by Husain et al. (2023) and Widyastuty and Wahyuningsih (2024)

Team Works does not affect Job Satisfaction, because the teacher's job must contribute to the work and must be done because it is an obligation that must be done, namely being open and discussing with each other, together making learning modules, temporarily replacing if there are fellow teachers who cannot teach, building a spirit of togetherness and mutual respect, becoming a mentor for junior teachers or those who are still new to becoming teachers. This result is contrary to research conducted by Cuong et.al (2024) that teamwork affects job satisfaction and Aziz *et*. *al* (2025) there is a direct influence of the work team on teacher job satisfaction

Organizational culture has no effect on Job Satisfaction. The results of this study show that the behavior guidelines that do not affect job satisfaction can explain that the values that exist in the culture at SMK Surabaya have been believed about the truth of both strong and weak cultures and to be implemented in their daily lives and have become a necessity and implicit in job satisfaction and have become a daily routine in carrying out the school's vision and mission. Always carry out two-way communication between teachers and school principals, various knowledge about teaching materials in developing learning methods, always making changes and developing the curriculum for the progress of their students and mutual respect between teachers to always be honest and fair. Zavyalova and Kucherov (2010) organizational culture affects job satisfaction. and these results are supported by Koesmono's (2018) research on organizational culture has no effect on job satisfaction.

Job Enrichmnet affects Organizational commitment. This result shows that a teacher's trust in the school when giving additional tasks that can be accepted so as to foster loyalty to himself is natural because he is more than happy to accept new assignments. Teachers in vocational schools always maintain their commitment in carrying out their profession and there is no desire to change professions because in the view of a teacher in vocational schools, being a teacher is a noble profession to educate the nation's children. This supports research that has been conducted by Ongkowidjojo (2013) and Marta *et*. *al* (2021)

Job Engagement affects Organizational commitment. A vocational school teacher prefers to carry out his profession with enthusiasm and love in carrying out his profession in leading his students to become successful people in the future so that they must have a high organizational commitment to the school they occupy to carry out their duties. These results are supported by research that has been conducted by Nurqamar et al (2021) and Sartika and Amir (2014)

Team Works affects Organizational Commitment. As a teacher in an institution, it requires teamwork in certain areas such as knowledge sharing, solid, ready to face future challenges, especially in curriculum improvement, teaching strategies and collaboration between subject teachers (MGMP) so as to further strengthen the organization's commitment to increase high loyalty in the form of a spirit of joint work in developing its students towards success. These results are supported by research that has been conducted by Febriyanty and Waskito (2025), Bharoto (2023) and Faizah (2015).

Organizational Culture affects Organizational commitment. The condition of organizational culture in vocational schools is very important, especially in providing appreciation for teachers' achievements in developing student achievements, both academic and non-academic, obeying the culture in the school environment, instilling moral values in students, and developing a teacher's career through participating in training, workshops that are appropriate in their fields so that they can describe the acceptance of the values in them so that they have an impact on their commitment to institution concerned. In this case, it can reduce teachers from moving to other places because they feel concerned about their performance and their needs in teaching. These results are supported by research that has been conducted by Koesmono (2018), Efe Tejere (2021)

Job Satisfaction has an effect on Organizational commitment. Job satisfaction in teachers is proven by the fulfillment of all teachers' needs, especially in teaching so that teachers feel happy, given facilities to develop their careers by participating in seminars, workshops related to teacher performance, continuing school and even being promoted to the next level. In this case, teachers will have a high commitment to their school and have no desire to leave their workplace. Sunarto, *et*.*Al* (2022) Job satisfaction has a significant effect on organizational commitment.

Transformational Leadership moderates the influence of Job Satisfaction on Organizational Commitment. Every organization in any form certainly needs the leadership of someone who is in charge of managing individual and group activities, in this study it shows that Transformational Leadership has an impact on strengthening the influence of Job Satisfaction on organizational commitment. This of course requires a leader who can always provide inspiration and always motivate his teachers so that he will be able to increase his teacher's commitment to continue working and increase his commitment to be loyal to his profession. These results are supported by research that has been conducted by Koesmono (2018) and Reffy (2023)

Job satisfaction mediates the influence of Job Enrichment and Job Engagement on organizational commitment, providing an idea that the influence of job satisfaction on organizational commitment will be stronger if it is based on teamwork and a conducive organizational culture

Job satisfaction does not mediate the influence of teamwork and organizational culture on organizational commitment, meaning that at certain moments, the influence of these two variables can occur directly, this depends on the condition of the object of the research

Conclusion

1. Job Enrichment has a positive effect on job satisfaction. This can provide information to vocational high school managers to provide additional tasks to their teachers that are still related to other tasks so that the person concerned feels trusted and can increase his job satisfaction
2. Job Engagement affects Job Satisfaction. This shows that teachers' feelings and attitudes towards their work give a positive picture and feel in accordance with their talents so that job satisfaction can be felt
3. Teamwork has no effect on job satisfaction. This shows that whatever the condition of the work team, it is something that must be done in supporting the smooth running of activities in existing education and teaching
4. Organizational Culture has no effect on Job Satisfaction. This shows that the code of conduct that does not have an impact on job satisfaction can explain that the values that exist in the culture are already believed to be true, both strong and weak cultures and are to be implemented in their daily lives and are already necessary and implicit in job satisfaction
5. Job Enrichmnet affects Organizational commitment. A teacher's trust in the school when giving additional tasks that can be accepted so as to foster loyalty to him is natural because he seems to be more than happy to accept new assignments.
6. Job Engagement affects Organizational commitment. When a teacher feels that they have found passion, passion, passion or willingness and love for what is found, it will cause an increase in commitment to the school they occupy to carry out their duties
7. Team Works affects Organizational Commitment. As a community of teachers in a collaborative institution, they need teamwork in certain fields so as to further strengthen their organization's commitment to fostering a spirit of cooperation in developing their students.
8. Organizational Culture affects Organizational commitment. The condition of the organization's culture can describe the acceptance of the values in it so that it has an impact on its commitment to the institution concerned.
9. Job Satisfaction has an effect on Organizational commitment. The job satisfaction that has been created in this institution is very good which has been supported by several variables whose main factors include Job Enrichment, Job Engagement, Teamwork and Organizational Culture so that it can affect the organizational commitment of the teachers.
10. Transformational Leadership moderates the influence of Job Satisfaction on Organizational Commitment. Every organization in any form certainly needs the leadership of someone who is in charge of managing individual and group activities, in this study it shows that Transformational Leadership has an impact on strengthening the influence of Job Satisfaction on organizational commitment. This of course requires the figure of a leader who can always inspire his followers, especially teachers in the learning method system and enrich the knowledge needed by his students
11. Job satisfaction mediates the influence of Job Enrichment and Job Engagement on organizational commitment, providing an idea that the influence of job satisfaction on organizational commitment will be stronger if it is based on teamwork and a conducive organizational culture
12. Job satisfaction does not mediate the influence of teamwork and organizational culture on organizational commitment, meaning that at certain moments, the influence of these two variables can occur directly, this depends on the condition of the object of the research

**Suggestion**

The sustainability of the management of the learning system in vocational high school institutions must of course be maintained in order to help or contribute to the community to develop human resources in a sustainable manner through various variables that have been described previously. The formation of students' character is needed because they are the next generation of the nation's leaders in the future through tiered education. Especially for the managers of work units in their respective schools, it is hoped that they can always provide positive inspiration to their followers so that they can always be ready to face changes that occur and cannot be predicted in advance, especially always increasing the organization's commitment to the world of Secondary Education.

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