

The Effect of Organizational Culture and Work Environment on Organizational Commitment through Job Satisfaction

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Article History:

Received 12 June 2025

1st Revision 17 June 2025

2nd Revision 26 June 2025

3rd Revision 01 July 2025

Accepted on 14 July 2025

Abstract

Objective: To determine the influence of organizational culture and work environment on organizational commitment with job satisfaction as a mediating variable, along with high turnover rates due to low employee commitment. A quantitative approach was used with path analysis using the SmartPLS 4 statistical application.

Methodology/approach: Quantitative approach was carried out by path analysis using the SmartPLS 4 statistical application. The sample consisted of 156 employees of Hangtuah Coffee and Toastery who were selected by purposive sampling.

Results/findings: Results indicate that organizational culture and work environment positively affect job satisfaction. Culture also directly influences organizational commitment, while the work environment has no significant direct or indirect effect.

Conclusions: Organizational culture and work environment boost job satisfaction, which enhances commitment. Culture directly affects commitment, while the work environment alone does not. Combining supportive culture with a positive work environment is essential to fully engage and retain employees.

Limitations: Data collection is only at one point in time in January 2025, so it is not possible to observe changes in variables over time that could strengthen the results of the study.

Contribution: The research model had high R^2 and Q^2 values and low SRMR, indicating good fit and predictive ability. The implications of this study help management in designing strategies to increase loyalty and reduce turnover by strengthening the organization's culture and creating a supportive work environment to increase employee satisfaction and commitment.

Keywords: *Job Satisfaction, Organizational Culture, Organizational Commitment, Work Environment.*

How to Cite: Urfa, N., Tarigan, H. (2026). The Effect of Organizational Culture and Work Environment on Organizational Commitment through Job Satisfaction. *Studi Ilmu Manajemen dan Organisasi*, 6(4), 35-48.

1. Introduction

A high level of employee turnover has become a critical issue in the workplace, as it can lead to various negative impacts, such as increased recruitment costs, disruptions to operational activities, and decreased organizational productivity. One of the key factors contributing to employee turnover is low organizational commitment. Organizational commitment can be influenced by several factors, particularly the organizational culture, work environment, and job satisfaction. Organizational culture, which encompasses the values and norms within a company, plays an important role in shaping employees' loyalty. Previous studies have indicated that organizational culture has a positive effect on job satisfaction and employee commitment (Arijanto, 2021; Ridlwan et al., 2021; Siswadi et al., 2023).

In addition, a supportive work environment contributes to employee comfort and motivation. Studies by (Kagan et al. (2021) and Qader (2021) demonstrated a positive relationship between the work environment, job satisfaction, and organizational commitment. However, not all the findings are consistent. For instance, Kifor et al. (2022) state that the work environment does not have a direct effect on organizational commitment. Job satisfaction plays an important mediating role in linking organizational culture and the work environment to organizational commitment. Job satisfaction can significantly mediate this relationship (Fitria and Chalil, 2023; Winarsih and Fariz, 2021).

Although numerous studies have examined the relationships among these variables, a research gap remains, particularly in organizational contexts characterized by high employee turnover. However, there are still limited studies that comprehensively test the influence of organizational culture and work environment on organizational commitment, with job satisfaction as a mediating variable under conditions of high labor turnover. Therefore, this study is important for obtaining a more comprehensive understanding of the internal factors influencing organizational commitment so that organizations can develop effective strategies to reduce turnover rates and enhance employee loyalty.

2. Literature Review and Hypothesis Development

2.1 Organizational Culture

Organizational culture is an important component that shapes a company's identity while simultaneously creating a work atmosphere (Baranti et al., 2024). Sirait et al., (2022) show that there is a positive and significant relationship between organizational culture and job satisfaction. Budiono et al., (2024) argue that a strong organizational culture can create a more pleasant work environment, which ultimately encourages more optimal individual performance. Meanwhile, Zhang and Wang (2021) demonstrated that a mismatch between the perceived organizational culture and the culture expected by creative talent negatively impacts job satisfaction.

Research conducted by Chang and Kim (2022) indicate that a strong organizational culture, reflected in the values and norms prevailing within the organization, can foster employees' emotional attachment to the organization and increase their loyalty. Organizational culture not only creates a conducive work environment but also strengthens employees' commitment to the organization. A positive organizational culture can create a supportive work environment, instill collective values, and clarify job roles and expectations, thereby encouraging increased job satisfaction and employee attachment to the workplace.

H1: Organizational culture affects employees' job satisfaction.

H2: Organizational culture has an effect on organizational commitment

2.2 Job Satisfaction

A study by Cherif, (2020) in the Saudi Arabian banking sector revealed that the implementation of effective human resource management (HRM) practices can increase employees' job satisfaction, which in turn strengthens their attachment to the organization. Meanwhile, a study conducted by Cruz et al. (2023) among primary school teachers in Peru showed that job satisfaction significantly influences their loyalty to the institutions where they work. The higher the teachers' satisfaction with their jobs, the greater their dedication to the organization. According to Husnah et al. (2024), when employees feel valued and treated fairly, they tend to demonstrate higher commitment to their work and exhibit a stronger work ethic.

These studies reinforce the view that job satisfaction is a key factor influencing employees' commitment to the organization. In the context of high turnover rates, these findings provide an important foundation for understanding how increasing job satisfaction can help reduce employees' intention to leave the organization. This study seeks to extend previous research by incorporating organizational culture and work environment as additional variables while positioning job satisfaction as a mediating variable that plays a role in shaping organizational commitment more comprehensively.

H3: Job satisfaction affects organizational commitment.

2.3 Work Environment

Naz et al., (2020) indicate that a supportive work environment has a significant direct effect on increasing employee retention and their commitment to the organization. Furthermore, organizational commitment mediates the relationship between a positive work environment and employee retention. When the work environment is perceived as comfortable, employees feel more secure and can deliver their best performance (Hutasoit et al., 2024). The alignment between individual and organizational values also plays an important role in strengthening employees' intention to remain with the organization, both directly and as a mediating variable. These findings emphasize that support from the work environment, together with internal psychological factors such as commitment and value congruence, is crucial for retaining employees.

A conducive work environment contributes significantly to job satisfaction (Kim et al., 2023; Riant & Krisnandi 2023). Both studies provide evidence that the work environment is a key element in enhancing employee job satisfaction, either directly or indirectly. Therefore, organizations need to create a work environment that is supportive both physically and psychologically to maintain employee satisfaction and loyalty. These findings can also serve as a foundation for further studies focusing on the relationship between the work environment, organizational culture, and employee engagement.

H4: The work environment affects organizational commitment.

H5: Work environment has an effect on job satisfaction

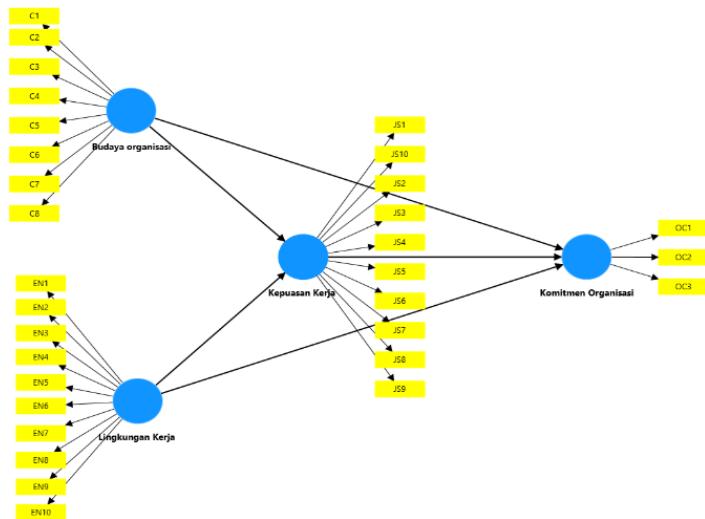
2.4 Organizational Commitment

Organizational commitment is a crucial aspect of human resource management because it can directly influence employee performance. Megawati et al., (2023) demonstrate that organizational culture has a significant effect on organizational commitment through job satisfaction. In this context, organizational culture is viewed as a factor that enhances job satisfaction, which ultimately strengthens individuals' commitment to the organization. Creating a positive work environment is not only a managerial strategy to increase productivity but also an important step in building long-term employee commitment to the organization. This highlights the importance of attention to non-financial factors, such as the work atmosphere and interpersonal relationships, in human resource management.

Nurhalizah and Jufrizan (2023) showed that the work environment influences organizational commitment through job satisfaction. Their study emphasized the importance of a conducive work environment in enhancing employee satisfaction and organizational commitment.

H6: Organizational culture affects organizational commitment through job satisfaction.

H7: Work environment has an effect on organizational commitment through job satisfaction



Source: Data processed using SmartPLS 4

3. Research Methodology

3.1 Population and Sample

This study employed a quantitative research design. Data will be collected in January 2025. The participants were employees of Hangtuah Coffee and Toastry, with a total population of 160 employees. A total of 156 employees completed the questionnaire. The sampling technique used in this study was saturated sampling (census sampling), where all members of the population were included as the research respondents.

3.2 Research Instrument

This study used a Likert scale as the primary measurement instrument to assess validity and reliability and to test the proposed hypotheses. The research instrument focused on four key variables: organizational culture, work environment, job satisfaction, and organizational commitment.

3.3 Data Analysis Technique

This study employed path analysis to test the hypotheses. This method allows for the simultaneous estimation of multiple linear regression models and enables the assessment of both direct and indirect effects of variables. The analysis was conducted using the statistical software SmartPLS 4, which facilitates the evaluation of validity, reliability, and hypothesis testing.

4. Results and Discussion

4.1 Validity and Reliability

Table 1. Outer Loadings

Variable	Indicator	Outer Loading	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Organizational Culture	The company encourages employees to innovate in their work	0.848	0.940	0.950	0.706
	Employees are willing to take risks in solving work-related problems	0.837			
	The company expects employees to pay attention to every detail of their work	0.851			
	Management focuses more on results than on techniques and processes	0.821			
	Company policies or decisions always consider employees' conditions	0.801			
	Our success is viewed as team success rather than individual success	0.840			
	Employees always strive to give their best by adhering to organizational practices and norms.	0.869			
	Employees feel comfortable with the existing situation and conditions because they are considered sufficiently good	0.853			
	Lighting at the workplace helps me complete my work	0.833			

Work Environment	I can adapt to the temperature at the workplace	0.844			
	I can adapt to the humidity at the workplace	0.811			
	Air circulation at the workplace makes me feel comfortable working	0.759			
	I can concentrate well because the workplace is free from noise	0.844			
	I participate in maintaining cleanliness in the workplace	0.815			
	The color arrangement of equipment helps me perform my work more easily	0.810			
	The layout of equipment is appropriate and makes my work easier	0.823			
	Music in my workplace can be adjusted according to my preference	0.848			
	Workplace security allows me to work comfortably	0.735			
Job Satisfaction	The tasks assigned to me are very interesting	0.830	0.957	0.963	0.723
	I use new tasks as opportunities to learn new things.	0.868			
	I am often given opportunities to take on responsibilities	0.861			
	My job provides opportunities to prepare for my future career advancement	0.856			
	My salary is commensurate with my skill level.	0.864			
	The company supports efforts to improve intellectual abilities for career development	0.751			
	New and challenging tasks help broaden my expertise	0.889			
	My supervisor is willing to take time to help when I experience difficulties in completing tasks	0.866			
	My supervisor always provides opportunities to express ideas or suggestions useful for decision-making	0.859			
	Employees support one another when someone faces	0.851			

	difficulties in completing tasks				
Organizational Commitment	The company encourages employees to innovate in their work	0.899	0.853	0.911	0.774
	Employees always strive to give their best by following organizational norms and practices	0.845			
	Employees feel comfortable with the existing situation and conditions within the company	0.894			

Source: Data processed using SmartPLS 4

The indicator statements for organizational culture, job satisfaction, organizational commitment, and work environment all had loading factor values greater than 0.70, indicating that all indicators were considered valid. This finding suggests that the indicators used successfully measured the correlation between indicator scores and their respective latent variables, thereby supporting the construct validity of the measurement model. The Average Variance Extracted (AVE) values for each variable were as follows: organizational culture (0.706), job satisfaction (0.723), organizational commitment (0.774), and work environment (0.661). All four variables had AVE values greater than 0.50, indicating that they met the criteria for convergent validity and were therefore categorized as valid.

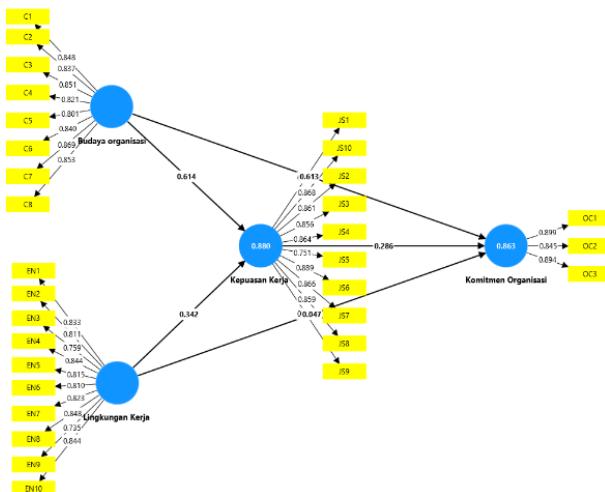
4.2 R^2 (R-Square)

Table 2. R-Square

	R Square	R Square Adjusted
Organizational Commitment	0.863	0.861
Job Satisfaction	0.880	0.878

Source: Data processed using SmartPLS 4.

Based on the analysis results, the R-square value of 0.880 for the job satisfaction variable indicates that 88.0% of the variance in job satisfaction can be explained by the independent variables in the model, while the remaining 12% is influenced by factors outside the model. This result suggests that the relationship between the independent variables and job satisfaction is strong. The R-square value of 0.863 for organizational commitment indicates that 86.3% of the variance in organizational commitment can be explained by the independent variables included in the model, with the remaining 13.7% influenced by external factors. This value reflects a strong relationship, meaning that the model can explain most of the factors affecting organizational commitment, although other factors beyond the model also play a role.



Sumber : Data diproses menggunakan SmartPLS 4

4.3 Model Fit (Q^2 and SRMR)

Table 3. Q^2 and SRMR Results

	Q^2 (=1-SSE/SSO) CCC	Q^2 (=1-SSE/SSO) CCR	Saturated Model	Estimated Model
Organizational Culture	0.615			
Work Environment	0.574			
Job Satisfaction	0.650	0,630		
Organizational Commitment	0.522	0.657		
SRMR			0.048	0.048

CCC=Construct Cross-validated Communality, CCR=Construct Cross-validated Redundancy

Source: Data processed using SmartPLS 4

Based on Table 3, the research model demonstrates a strong predictive capability and excellent model fit. The Q^2 values for all constructs exceeded 0.50, indicating strong predictive relevance for both the measurement (CCC) and structural (CCR) models. In addition, the SRMR value of 0.048 indicates that the model fits the data very well, as it is below the recommended threshold of 0.08. Overall, these results confirm that the model is adequate and suitable for further analyses.

4.4 Direct Effect

Table 4. Bootstrapping Path Coefficient Results (Direct Effects)

Path Coefficient	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Remarks
Organizational Culture → Job Satisfaction	0.614	0.610	0.091	6.772	0.000	Supported
Organizational Culture → Organizational Commitment	0.613	0.621	0.137	4.492	0.000	Supported

Job Satisfaction → Organizational Commitment	0.286	0.281	0.118	2.432	0.015	Supported
Work Environment → Job Satisfaction	0.342	0.347	0.093	3.684	0.000	Supported
Work Environment → Organizational Commitment	0.047	0.044	0.092	0.512	0.608	Not supported

Source: Data processed using SmartPLS 4

4.4.1 The Effect of Organizational Culture on Job Satisfaction

The results show that organizational culture has a significant positive effect on job satisfaction, with a path coefficient of 0.614, T-statistic of 6.772 (> 1.96), and p-value of 0.000 (< 0.05). This indicates that the better the organizational culture, the higher is the employees' job satisfaction. Therefore, it can be concluded that a work setting supported by a strong organizational culture contributes significantly to improving employee satisfaction. This finding is consistent with Schein (2020), who stated that organizational culture is a fundamental foundation that shapes employees' behaviors and attitudes. Robbins and Judge (2022) also explain that a strong organizational culture can create a supportive work environment, thereby enhancing employees' job satisfaction.

Employees who feel highly satisfied with their jobs tend to demonstrate positive attitudes, whereas job dissatisfaction is typically reflected in negative attitudes (Putri, 2023). Syarifudin and Jaenab (2021) show that organizational culture influences employees' level of job satisfaction. This implies that the better the organizational culture developed within an institution, the higher the employees' job satisfaction is. A positive work culture is believed to foster a sense of belonging, loyalty, and stronger motivation to work productively among employees. This finding is also supported by Wahyudi (2024), who demonstrated that a strong organizational culture can improve job satisfaction by creating a work environment that supports creativity and innovation. This study confirms that when organizations implement clear and consistent values, employees tend to feel more satisfied with their jobs.

4.4.2 The Effect of Organizational Culture on Organizational Commitment

The results indicate that organizational culture has a significant positive effect on organizational commitment, with a path coefficient of 0.613, T-statistic of 4.492 (> 1.96), and p-value of 0.000 (< 0.05). Thus, it can be concluded that a strong and positive organizational culture plays an important role in enhancing employees' organizational commitment. Therefore, a solid and positive organizational culture plays a crucial role in increasing employee loyalty and attachment to the company.

These findings support Allen and Meyer's (1990) theory regarding the three components of organizational commitment, which explains that a positive organizational culture can strengthen employees' affective, normative, and continuance commitment. When organizations implement clear values and create a supportive work environment, employees tend to be more dedicated and committed to contributing to organizational progress. Research conducted by Jung (2022) showed that organizational culture and trust directly enhance organizational commitment.

This study makes an important contribution to expanding the understanding of the factors that build and sustain organizational commitment in academic settings, particularly through the role of culture and trust as links between leadership and employee attachment to institutions. Consistent with these findings, Wahyudi (2024) confirmed that organizational culture significantly affects organizational commitment. The study explains that a positive organizational culture can build a strong sense of belonging, thereby increasing employees' emotional attachment to the organization. Organizational culture is a key component that shapes organizational identity while simultaneously creating a work atmosphere (Nathania & Wijaya, 2024).

4.4.3 The Effect of Job Satisfaction on Organizational Commitment

The results show that job satisfaction has a significant positive effect on organizational commitment, with a path coefficient of 0.286, t-statistic of 2.432 (> 1.96), and p-value of 0.015 (< 0.05). The higher an employee's job satisfaction, the greater is their organizational commitment. This finding is consistent with the Social Exchange Theory Blau, (1964), which explains that when employees feel satisfied with what they receive from the organization, they tend to reciprocate with higher levels of commitment. When employees feel valued by the company, receive fair compensation, and work in a comfortable environment, they are more enthusiastic about performing their duties and demonstrate greater loyalty to the organization.

Conversely, when job satisfaction is low, organizational commitment tends to decline. Seema et al. (2021) examined the effect of job satisfaction on moonlighting intentions, with organizational commitment as a mediating variable. The results show that job satisfaction increases organizational commitment, which subsequently reduces employees' intentions to engage in secondary employment.

4.4.4 The Effect of Work Environment on Job Satisfaction

The results indicate that the work environment has a significant positive effect on job satisfaction, with a path coefficient of 0.342, t-statistic of 3.684 (> 1.96), and p-value of 0.000 (< 0.05). These findings support Herzberg et al.'s (1959) hygiene factor theory, which states that a favorable work environment is a fundamental factor in preventing dissatisfaction and enhancing job satisfaction. When organizations provide adequate facilities, foster harmonious working relationships among employees, and create a comfortable and positive work atmosphere, employees are more likely to feel satisfied in performing their duties and responsibilities. This satisfaction can lead to higher work motivation, increased productivity, and stronger organizational loyalty. A conducive, low-stress work environment and support for professional development are key factors in improving job satisfaction across various occupations (Ker et al., 2022; Kim et al., 2023; Yusuf & Yee, 2023). Rosa and Rianto (2023) also reported consistent results, showing that a conducive work environment—both physically and psychologically—can significantly enhance employees' job satisfaction. This study emphasizes the importance of creating a comfortable and supportive work atmosphere to improve employee satisfaction.

4.4.5 The Effect of Work Environment on Organizational Commitment

The effect of the work environment on organizational commitment was non-significant, with a p-value of 0.608, which exceeded the threshold of 0.05. This result is supported by a t-statistic of 0.512, which is below the critical value of 1.96. The path coefficient of 0.047 indicates a very weak relationship, suggesting that the work environment alone is insufficient to enhance employees' organizational commitment. Other factors are likely to play a more substantial role in shaping employee commitment, such as effective leadership, a strong organizational culture, and levels of work motivation.

This finding contrasts with the Person–Environment Fit theory Kristof-Brown et al., (2005), which posits that congruence between individuals and their work environment enhances organizational commitment. However, the results of this study indicate that the physical work environment alone is insufficient to build commitment without the support of other psychological factors such as job satisfaction. These factors may exert a stronger influence on the extent to which employees feel attached and committed to the organization. Rakhmawati et al., (2022) argue that the work environment not only affects job satisfaction but also plays an important role in building organizational loyalty and commitment, which ultimately influences both individual and team performance.

Similar findings were reported by Farha et al (2020), who confirmed that job satisfaction serves as an effective mediator in the relationship between organizational culture and organizational commitment. Their study demonstrated that a positive organizational culture enhances job satisfaction, which in turn strengthens employees' commitment to the organization. However, the results of the present study reveal different findings, showing that job satisfaction can mediate the relationship between the work environment and organizational commitment in the context of technology companies. These differences

may be attributed to variations in industry characteristics and organizational culture, indicating that the mediating effect of job satisfaction varies depending on the organizational context.

4.5 Indirect Effect

Table 5. Bootstrapping Results of Indirect Effects

Path Coefficient	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Remarks
Organizational Culture → Job Satisfaction → Organizational Commitment	0.176	0.168	0.069	2.538	0.011	Supported
Work Environment → Job Satisfaction → Organizational Commitment	0.098	0.101	0.055	1.767	0.077	Not Supported

4.5.1 The Effect of Organizational Culture on Organizational Commitment through Job Satisfaction
The results indicate that organizational culture has a significant indirect effect on organizational commitment through job satisfaction, with a path coefficient of 0.176, a T-statistic of 2.538 (> 1.96), and a p-value of 0.011 (< 0.05). This implies that an effective organizational culture can enhance job satisfaction, which, in turn, contributes to stronger organizational commitment. Therefore, an effective organizational culture is crucial for organizations.

When a positive work culture is implemented, employees' job satisfaction increases, which ultimately strengthens their commitment to the organization. These results support the mediation theory of Baron and Kenny (1986) and the Affective Events Theory proposed by Weiss and Cropanzano (1996), which explains that positive workplace experiences (through organizational culture) generate positive emotional responses (job satisfaction), subsequently influencing long-term attitudes such as organizational commitment. Job satisfaction functions as a partial mediator, meaning that it strengthens the effect of organizational culture on organizational commitment. Research conducted by Angelita et al. (2022) also showed that organizational culture affects job satisfaction, and that job satisfaction serves as a mediating variable in influencing organizational commitment. A supportive organizational culture can increase job satisfaction and reinforce commitment.

4.5.2 The Effect of Work Environment on Organizational Commitment through Job Satisfaction

Job satisfaction does not significantly mediate the relationship between the work environment and organizational commitment, with a path coefficient of 0.098, a T-statistic of 1.767 (< 1.96), and a p-value of 0.077 (> 0.05). Although the work environment contributes substantially to shaping employees' perceptions of their workplace, this influence is not significantly transmitted through job satisfaction to strengthen organizational commitment. Although a conducive work environment may affect job satisfaction, this variable is not strong enough or does not function as a significant mediator in reinforcing organizational commitment.

These findings suggest that other variables may be more dominant or relevant in explaining how the work environment affects employees' organizational commitment, indicating the need for further studies to explore potential mediating factors. The results of this study are not consistent with the findings of Nurhalizah and Jufrizen (2023), who state that the work environment influences organizational commitment through job satisfaction as a mediating variable. Furthermore, these findings do not support the Job Characteristics Model proposed by Hackman and Oldham (1974), which posits that favorable working conditions enhance job satisfaction and subsequently

organizational commitment. This discrepancy may be due to the more complex nature of the physical work environment, which requires interaction with social and psychological factors to influence employees' organizational commitment. This is in line with previous findings suggesting that a supportive work environment increases job satisfaction, which may eventually strengthen employees' commitment to the organization.

5. Conclusion

The results of this study indicate that organizational culture and the work environment positively influence employee job satisfaction. Job satisfaction, in turn, enhances organizational commitment. Organizational culture also has a direct effect on organizational commitment. However, the work environment does not significantly affect organizational commitment, and job satisfaction does not significantly mediate the relationship between the work environment and organizational commitment.

The development of an organizational culture that emphasizes innovation, strong teamwork, and recognition of employee contributions can be further strengthened. Such an organizational culture has been shown to have both direct and indirect positive effects on job satisfaction and organizational commitment. A strong and constructive culture can create a work environment that aligns with employees' values and expectations, thereby fostering a sense of belonging and a high level of commitment to the organization. When employees perceive support for new ideas, healthy collaboration, and recognition of their performance, they tend to be motivated and loyal. Therefore, management must ensure that the formulated cultural values are consistently implemented in ways that effectively influence employees' job satisfaction. Job satisfaction subsequently strengthens employees' organizational commitment.

The work environment has a positive and significant effect on job satisfaction, but it does not significantly affect organizational commitment, either directly or indirectly, through job satisfaction. In other words, although a comfortable work environment can enhance job satisfaction, it is not sufficient to significantly encourage employees' organizational commitment (OC). Companies must conduct regular evaluations to ensure that working conditions continue to support employee productivity and well-being. In addition to creating a physically comfortable work environment, organizations need to build a healthy, collaborative, and supportive social environment so that employees feel emotionally and psychologically valued.

Acknowledgements

Praise be to Allah SWT for His grace and blessings, which enabled the completion of this thesis. On this occasion, I would like to express my deepest gratitude to all parties who have provided support, assistance, and prayers throughout the thesis writing process:

1. To my husband, Sayuti Rahman, who has always been a source of strength and motivation and has provided me with unwavering support. Thank you for your understanding, prayers, and patience in supporting me throughout every stage of my study.
2. To my beloved mother, Yani Karyani, for her immeasurable love, continuous prayers, and moral support, which have been the main driving force behind every achievement.
3. To my extended family for their meaningful support, care, and encouragement, both directly and indirectly.
4. To the management and all employees of Hangtuah Coffee and Toastery, who were willing to devote their time and provide the data and information essential for this study. Without their participation and cooperation, this study would not have been successfully completed.

May all assistance and kindness be rewarded by Allah SWT. Finally, I acknowledge that this thesis is far from perfect; however, I hope that it will be beneficial and contribute to the development of knowledge in the field of human resource management.

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