



Enhancing Faculty Organizational Commitment through Local Wisdom and Work Motivation: A Sustainable Development Perspective Using Optimization of Management Resource Strengthening and SITOREM

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ABSTRACT

This study investigates the interrelationships between tolerance, mutual cooperation, and religiosity, which are local wisdom variables, and work motivation within an organizational context, with the objective of elucidating their impact on faculty organizational commitment. This research employed the POP-SDM method to optimize the enhancement of organizational commitment among faculty members at the School of Health Sciences in Jakarta. The POP-SDM method begins with qualitative research, followed by a quantitative approach. PLS-SEM analysis was used to examine the research model constellation and hypotheses, while SITOREM analysis was employed to identify optimal solutions for enhancing faculty organizational commitment. The results of the structural model analysis indicated a significant direct influence of work motivation, tolerance, and mutual cooperation on faculty-organizational commitment. However, religiosity has no significant direct effect. These findings underscore the importance of factors such as work motivation, tolerance, and mutual cooperation in enhancing faculty organizational commitment. Furthermore, the structural model analysis results revealed significant direct effects of tolerance, mutual cooperation, and religiosity on faculty-work motivation. Strategies to enhance faculty organizational commitment involve improving indicators of weakness: (1) the organizational commitment variable: Indicators of loyalty, sufficient income, and acceptance of values and norms; (2) the work motivation variable: Indicators of recognition for achievements, promotion, supervision, and work environment; and (3) the mutual cooperation variable: indicators of concern for others. This research is anticipated to provide comprehensive and enduring insights into the development of a productive work environment in the School of Health Sciences.

Keywords: Local Wisdom, Faculty Organizational Commitment, Work Motivation, Tolerance, Mutual Cooperation, Religiosity

JEL Classifications: M12; I23; Z13

1. INTRODUCTION

National development in the field of education aims to enlighten the life of the Indonesian nation, enhance human quality, and realize a society that is advanced, just, prosperous, and civilized based on Pancasila and the 1945 Constitution of the Republic of Indonesia (Kadiyono et al., 2020). In accordance with Law No. 20 of 2003 on the National Education System, national education is a conscious and planned effort to develop the potential of students to possess the spiritual strength, personality, intelligence,

and skills necessary for their own interests, society, nation, and state. National education also aims to form the character and civilization of a dignified nation, with students who are faithful, devout, morally upright, healthy, knowledgeable, capable, creative, independent, and responsible (Suyudi et al., 2020). Higher education aims to produce graduates who are quality, cultured, creative, tolerant, and capable of producing science and technology that is beneficial for the advancement of the nation and welfare of humanity (Ahmed et al., 2023; Tayyaba et al., 2020; Zouine et al., 2024). Therefore, higher education must develop the potential of

students, produce competitive graduates, develop science and technology, and engage in community services to advance general welfare and enlighten the lives of the nation (Fahlevi et al., 2024).

The profession of a lecturer holds principles that must be upheld, including having talent, interest, and idealism; a commitment to improving the quality of education; and having academic qualifications and competencies appropriate to their tasks. Lecturers are also required to have a teaching certificate and to meet other qualifications required by the higher education institutions in which they work. The position of lecturers as professional staff aims to enhance their dignity and develop science, technology, and the arts to improve the quality of national education (Fahlevi et al., 2022). As educators in higher education, lecturers play a crucial role in guiding and preparing students for the future (Wiyono et al., 2023). They not only deliver lecture materials but also promote critical and analytical thinking, assist students in developing critical thinking abilities to solve complex problems, and provide academic and professional guidance.

Organizational commitment is an important organizational behavior that enhances employee performance and reduces the intention to leave, absenteeism, and negative behaviors towards the organization (Marin, 2023). Individuals with strong commitments tend to work harder and better than those with weak commitments (Abbas et al., 2022a; Ekowati et al., 2023). Organizational commitment includes active contributions to achieving organizational goals, and reflects a broader attitude towards work than job satisfaction (Kuntadi et al., 2023). According to Meyer and Allen (1997), individuals with strong commitment to an organization tend to work harder and perform their jobs better than those with weak commitment. Organizational commitment not only concerns loyalty but also involves active contributions to achieving organizational goals (Chalofsky and Krishna, 2009). Strong organizational commitment among lecturers promotes long-term retention within institutions, reduces turnover rates, and ensures workforce stability.

Local wisdom refers to the knowledge, values, practices, traditions, and wisdom of a community or region. This reflects the wealth of knowledge and wisdom passed down from generation to generation within a community (Khasanah et al., 2022). Local wisdom also encompasses various aspects of life such as ecology, culture, and social and spiritual dimensions (Fahlevi, 2025; Prasetyo et al., 2022; Setyaningrum et al., 2023). It can be applied to daily life and local decision making. According to Suswandari (2017), local wisdom represents a distinctive cultural expression that encompasses the values, ethics, norms, rules, and skills of a community in meeting the challenges of sustaining its life. Local wisdom is also a form of environmental wisdom present in the communal life of a particular place or region, and is understood as local, wise, and valuable ideas that are embraced by its community members (Wiguno, 2017).

According to several studies, local wisdom factors such as tolerance, cooperation, and religiosity have a significant direct influence on faculty organizational commitment. Previous research has also indicated the positive impact of intrinsic religiosity

and work values on organizational commitment, underscoring the importance of religiosity in this context. Enhancing weak indicators, such as caring for others through social activities and better communication among faculty, can strengthen social bonds and enhance organizational commitment. Previous studies have highlighted the positive impact of intrinsic religiosity and work values on organizational commitment, contributing to innovative approaches to integrating religiosity into research. This study innovatively combines local wisdom variables, such as tolerance, mutual cooperation, and religiosity, with work motivation to optimize organizational commitment among faculty members.

This research aims to optimize organizational commitment among faculty members by analyzing the influence of local wisdom variables, such as tolerance, mutual cooperation, and religiosity, along with work motivation. It seeks to identify the direct impacts of factors such as work motivation, tolerance, and mutual cooperation on faculty organizational commitment. This study emphasizes the importance of factors such as motivation to work, tolerance, and mutual cooperation in enhancing organizational commitment among faculty members. This study contributes to the global understanding of the relationship between religiosity and commitment in organizational settings by exploring the impacts of intrinsic religiosity and work values on organizational commitment.

2. LITERATURE REVIEW

2.1. Modeling and Optimization of Management Resource Strengthening (POP-SDM)

Modeling and optimization of management resource strengthening (POP-SDM) is a research approach that combines qualitative and quantitative methods to develop models and optimize management resources (Sunaryo et al., 2020). The main idea of modeling and optimizing management resource strengthening (POP-SDM) is to explore other variables that have a positive and dominant influence on the research focus. This method combines exploratory activities to generate hypotheses, develops research models and test hypotheses, and formulates recommendations to optimize research variable indicators. The first step in the POP-SDM approach involved preliminary research on the thematic variables under study. Subsequently, exploratory or qualitative research was conducted to identify the construct variables presumed to influence thematic variables. The next phase involved the quantitative testing of the hypotheses using the path analysis method from PLS-SEM. After the hypotheses were tested, indicator analysis was performed using the SITOREM analysis method to identify the optimal solutions for enhancing the thematic variable. Thus, the POP-SDM approach not only provides a deep understanding of the factors influencing management resources but also offers concrete strategies for improving, repairing, and maintaining these resources in accordance with the local cultural context and uniqueness of the research area. This method is valuable for developing effective and sustainable management practices.

2.2. Organizational Commitment

Various expert views on organizational commitment have evolved over time, providing a deeper understanding of this phenomenon.

Colquitt et al. (2015) and Langton et al. (2016) reiterate this division into three types of commitment, whereas Idrus (2016) adds aspects of individual needs and obligations. Luthans (2011) emphasizes the identification with and support for organizational goals as drivers of commitment. Yusuf and Syarif (2018) described commitment as an attitude of loyalty, whereas Robbins and Judge (2016) highlighted its relationship with employee withdrawal. Lubis and Jaya (2019) add the rational considerations of individuals to engage with an organization.

From these perspectives, it can be concluded that organizational commitment reflects an individual's emotional attachment and identification with an organization, characterized by a desire, need, and obligation to remain within it, as well as support for organizational goals and values, and active contributions to organizational success (Abbas et al., 2022b; Mushtaq et al., 2022; Shah et al., 2023). Based on the above conceptual definitions, an operational definition of organizational commitment can be constructed as a lecturer's self-assessment of their attitude to remain as a member of the organization, accepting and following the values and norms of the organization, and demonstrating earnestness in their work to achieve organizational goals effectively, measured using a questionnaire with indicators such as (1) loyalty, (2) pride, (3) concern, (4) Sufficient Income, (5) Acceptance of Values and Norms, and (6) Earnestness in Work.

2.3. Work Motivation

Menken (2009) states that motivation is a force that drives an individual to do something, as a result of fulfilling individual needs so that they are inspired to complete a task. Griffin and Moorhead (2010) described motivation as a set of forces that leads people to behave in a certain way. Greenberg (2011) depicts motivation as a series of processes that stimulate, direct, and maintain human behavior towards achieving a specific goal. Achim et al. (2013) assert that motivation is a set of individual needs that must be met, thereby encouraging, triggering, and causing individuals to perform a series of actions to fulfill them. Similar results have been reported by Colquitt et al. (2015), Robbins and Judge (2016), Ivancevich et al. (2014), and Maughan (2014) who state that motivation is a set of processes that arouse, direct, and maintain human behavior towards achieving a particular goal. Agustini (2019) and Agiawati et al. (2020) add that work motivation involves internal and external drives that make employees enthusiastic about completing their tasks to achieve satisfactory results. Luthans (2011) also mentions that motivation is a process that starts from individual needs that drive their behavior towards a specific goal or incentive (Arsyah and Pakri, 2024; Emita et al., 2021). Therefore, work motivation can be considered the outcome of various internal and external factors that influence employee behavior in the workplace (Lin et al., 2024; Widyanty et al., 2025). Based on the conceptual definitions, an operational definition of Work Motivation can be constructed as a lecturer's self-assessment of the internal and external forces that drive them to choose and direct their actions towards achieving goals that are beneficial to themselves and the organization they work for, measured using a questionnaire with the following indicators: (1) achievement; (2) the job itself; (3) work environment; (4) supervision; (5) recognition of achievement; and (6) promotion.

2.4. Tolerance

Tolerance plays a crucial role in building a harmonious and peaceful coexistence amid human diversity. Safei (2020) expresses that tolerance is a manifestation of mutual respect among existing diversity, where understanding diversity, harmony, mutual respect, dialogue, understanding of other groups, respect and recognition, and appreciation of similarities and differences become important dimensions. Zaki (2018) asserted that tolerance should be understood as a middle way, not a last resort, and involves granting freedom to all humans to practice their beliefs or manage their lives, as long as it does not disturb order and peace in society. Supriyanto (2018) divided tolerance into three parts: Ethnic, social, and personality traits, emphasizing the importance of recognizing the rights of other social groups and cooperation in multicultural or multireligious environments. Tualeka (2016) highlighted that interreligious tolerance must be practiced without interfering with the beliefs or teachings of each religion, respecting and loving each other, without mixing social interests and religious beliefs. Mu'ti (2019) argued that intolerance occurs because genuine tolerance is not yet embedded in the nation's culture, highlighting five attitudes of authentic tolerance, including the willingness to learn about other religions and to accept others who have different beliefs. Subawa (2021) emphasizes the importance of mutual visits, respecting differences, and empowering community leaders and religious institutions in strengthening the attitude of tolerance, while Afkari (2020) defines tolerance as an attitude involving respect, acceptance, and appreciation of cultural diversity, expressions, and customs as humans, and the importance of fostering tolerance through knowledge, openness, communication, and freedom of thought, conscience, and belief. Thus, understanding and practicing tolerance plays a central role in building an inclusive and harmonious society amid human diversity. Based on the above conceptual definitions, an operational definition of Tolerance can be constructed as a lecturer's self-assessment of their attitude towards accepting plurality, the process of building harmony, maintaining good relationships, openness to awareness, involvement in cooperation, and appreciation of differences to achieve organizational goals.

2.5. Mutual Cooperation (Gotong Royong)

Gotong royong refers to the spirit of cooperation, mutual assistance, and togetherness in accomplishing tasks together, which is a crucial pillar in strengthening social relations. Bung Karno in 1945 emphasized that gotong royong is a dynamic philosophy, surpassing the concept of kinship, and calls for moving together in joint efforts without expecting material rewards. Khasanah (2013) highlights the decline of the gotong royong culture due to the influence of individualistic culture and non-supportive development models. Firdaus (2013) stressed that gotong royong is performed selflessly, driven by an awareness of the interdependence among individuals. Effendi (2016) described Gotong Royong as a joint effort for common interests involving the consciousness of spiritual and physical work in collective endeavors. Rolitia et al. (2016) emphasize the importance of gotong royong in strengthening solidarity among community members. Taslin (2017) reveals that gotong royong is a culture that embodies the philosophy of togetherness in community activities. Marhayati (2021) highlights the value of gotong

royong in shaping a nation with characters, such as togetherness, kinship, and brotherhood. Fusnika et al. (2022) described gotong royong as an embodiment of Pancasila's values that encourage cooperation, brotherhood, and social justice. Mulyatno and Yosafat (2022) emphasize the importance of gotong royong as a concrete form of cooperative living that respects, helps, and values each other.

Based on the above conceptual definitions, an operational definition of Gotong Royong can be constructed as a lecturer's self-assessment of their behavior in collaboration and active participation in effectively working together through a spirit of togetherness, mutual trust, care, responsibility for tasks, concern for others, sincerity, and willingness to help and support one another to achieve common goals in the organization, measured using a questionnaire with lecturer respondents and measurement indicators, including: (1) collaboration; (2) togetherness; (3) kinship; (4) mutual trust; (5) concern for others; and (6) sincerity.

2.6. Religiosity

Religiosity, a term that describes an individual's religious dimension or spiritual experience, has attracted the attention of experts across various fields. According to Hariyadi et al. (2020), religiosity is the internalization of religious values within an individual that is actualized in daily actions and behavior, including in the context of work. El-Menouar (2014) added that religiosity in Islam encompasses six main indicators: Beliefs, rituals, devotion, experience, knowledge, and consequences. Religiosity also involves beliefs in religious teachings, participation in rituals or worship, adherence to moral or ethical religious rules, seeking meaning and purpose in life, and experiencing transcendence and closeness with Almighty people. In the Islamic dimension, rites and devotion, such as prayer, fasting, and almsgiving, are important, as are spiritual experiences, such as feeling the presence of the Creator. According to Setiawan et al. (2021), religiosity can be divided into three main dimensions: belief in religion, religious practices, and fear of retribution. The definition of religiosity also includes an individual's attachment to their religious teachings and the extent to which they internalize and live out those teachings in daily life, as stated by Ahmad (2020). Religiosity also reflects the practice of faith, sharia, and morals by an individual and how they connect themselves with their religion and have a personal commitment to follow religious rules, as mentioned by Setiawan et al. (2021).

The dimensions of religiosity can be identified through worship practices, religious knowledge, spiritual experiences, and application of religious values in everyday life. Based on the above conceptual definitions, an operational definition of religiosity can be constructed as a lecturer's self-assessment of attitudes that include belief, religious knowledge, appreciation, and practice of religion, ethics, humility, social maturity, and fairness, reflected in every aspect of daily life, both in personal contexts and in social interactions with the community and organization, measured using a questionnaire with the following indicators: (1) belief, (2) religious knowledge, (3) appreciation and practice of religion, (4) ethics, (5) humility, (6) social maturity, and (7) fairness.

3. METHODOLOGY

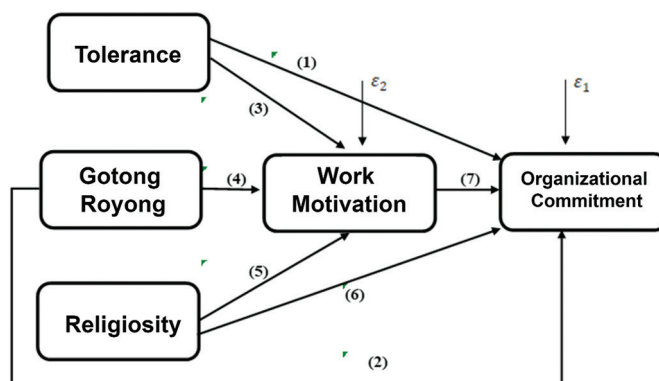
The research method employed was the Modeling and Optimization of Management Resource Strengthening (POP-SDM) research method, an exploratory sequential method that begins with preliminary research on the theme of Faculty Organizational Commitment. In preliminary research, a gap was identified between the actual condition (*das sein*) and the desired ideal condition (*das sollen*) regarding faculty attitudes, which serve as indicators of organizational commitment. The preliminary research involved 30 faculty respondents conducted from February 6 to February 25, 2023, using a questionnaire that indicated the need for improvement in Faculty Organizational Commitment at the School of Health Sciences in five areas of Jakarta City, including: (1) the need to enhance faculty loyalty to the organization by 51%, (2) the need to increase faculty pride in the organization by 32%, (3) the need to increase faculty concern for the organization by 37%, (4) the need to improve faculty income sufficiency by 61%, (5) the need to enhance faculty acceptance of values and norms by 58%, and (6) the need to improve faculty earnestness in work by 43%.

To further understand the factors influencing and explore the interrelationships among these factors positively and dominantly towards faculty organizational commitment, qualitative research was conducted through interviews with sources or informants. Qualitative research was conducted at three (3) Schools of Health Sciences schools in Jakarta. The qualitative research lasted 9 months, from February to October 2023, and was conducted in stages. The results of these interviews were then analyzed, reduced, and categorized into variables (coded). From these variables, a model constellation of faculty organizational commitment was constructed and assessed by experts regarding the relevance of variables, and subsequently analyzed to generate research hypotheses. The model constellation of Organizational Commitment is as follows (Figure 1):

Based on the established research constellation model, the research hypotheses are as follows:

1. There is a direct positive influence of tolerance (X1) on Faculty Organizational Commitment (Y).
2. Mutual cooperation (Gotong Royong) (X2) has a direct positive influence on Faculty Organizational Commitment (Y).

Figure 1: Research constellation model for faculty organizational commitment



3. There is a direct positive influence of Religiosity (X3) on Faculty Organizational Commitment (Y).
4. Work Motivation (X4) has a direct positive influence on Faculty Organizational Commitment (Y).
5. There is a direct positive influence of Religiosity (X3) on Work Motivation (X4).
6. Mutual Cooperation has a direct positive influence (Gotong Royong) (X2) on Work Motivation (X4).
7. There is a direct positive influence of Religiosity (X3) on Work Motivation (X4).
8. There is an indirect positive influence of Tolerance (X1) on Faculty Organizational Commitment (Y) through Work Motivation (X4).
9. Mutual Cooperation (Gotong Royong) (X2) has an indirect positive influence on Faculty Organizational Commitment (Y) through Work Motivation (X4).
10. There is an indirect positive influence of Religiosity (X3) on Faculty Organizational Commitment (Y) through Work Motivation (X4).

The subsequent phase of the research involved a quantitative approach to test the constructed constellation model and hypotheses (Badrudin et al., 2025; Fahlevi et al., 2025). Model testing and hypothesis evaluation were performed using partial least squares structural equation modeling (PLS-SEM) with SmartPLS software (Hair et al., 2021; Ringle et al., 2020; Sarstedt et al., 2017). After the organizational commitment model was established and the research hypotheses were tested, a scientific identification theory to conduct operational research in education management (SITOREM) analysis was conducted to derive strategies and methods for enhancing faculty's organizational commitment (Hardhienata, 2017). In developing strategies to enhance faculty organizational commitment, priority is given to addressing indicators that are still weak but have a significant impact on the organizational commitment variable.

The population in this quantitative research consisted of permanent faculty members of the Health Sciences High School (STIKes) foundations in DKI Jakarta, with 274 lecturers spread across 13 STIKes in five municipal regions of DKI Jakarta. Sample size determination involves or covers characteristics of the population; thus, with a minimum sample size, it can reflect the actual condition of the population. The research sample comprised 163 lecturers, based on Slovin's formula. The sampling technique used is proportional random sampling. Data collection in the qualitative research phase used interview techniques. In conducting interviews with informants, the researchers used these instruments as guides. We sought opinions, ideas, and experiences related to information obtained from informants. Thus, all data provided by informants were recorded completely and accurately, and with the informant's permission, the researchers used audio recording assistance during interviews.

The inferential statistical analysis method used in this study was Partial Least Squares Structural Equation Modeling (PLS-SEM). This method was chosen because of its capability to handle data that does not meet the normal distribution assumption. Model evaluation was performed through confirmatory factor analysis

(CFA) to test the validity and reliability of the measurement items, and structural model analysis to test the research hypotheses. For multidimensional constructs, confirmatory factor analysis was performed using a second-order factor approach with an embedded two-stage approach, which divided the measurement model into indicators and latent variables. This was followed by structural model evaluation and significance testing to examine the influence of the variables.

4. RESULTS AND DISCUSSION

4.1. Stage 1 Outer Model Analysis (Reflective Type)

Stage 1 outer model analysis (reflective type) was conducted on five variables within the research constellation model: organizational commitment, work motivation, tolerance, mutual cooperation (Gotong Royong), and religiosity. This involved testing the convergent validity, discriminant validity, and reliability. Convergent validity was assessed based on the loading factor values and average variance extracted (AVE). The criterion for each measurement item was a loading factor >0.7 . However, according to Chin (1998), a loading factor of 0.6-0.7 is still acceptable for exploratory research. The average variance extracted (AVE) was >0.5 .

4.2. Results of the Outer Model for the Organizational Commitment Variable

The Organizational Commitment Variable of faculty members (Y) is measured as a second-order factor with both reflective and formative elements, and it is assessed through six formative indicators: (1) loyalty (ks), measured by seven reflective measurement items; (2) pride (kb), measured by eight reflective measurement items; (3) concern (kp), measured by seven reflective measurement items; (4) Sufficient Income (cp), measured by nine reflective measurement items; (5) Acceptance of Values and Norms (pn), measured by seven reflective measurement items; and (6) Earnestness in Work (kj), measured by eight reflective measurement items. To meet the criteria for the loading factor, average variance extracted (AVE), composite reliability (CR), and heterotrait-monotrait ratio (HTMT), five measurement items were reduced: kt7 (loyalty indicator), kb8 (pride indicator), kp7 (concern indicator), cp9 (sufficient income indicator), pn7 (acceptance of values and norms indicator), and kj8 (earnestness in work indicator).

4.3. Results of the Outer Model for the Work Motivation Variable

The work motivation variable (X4) is measured as a second-order factor with both reflective and formative elements, and it is assessed through six formative indicators: (1) achievement, measured by six reflective measurement items; (2) Job Itself, measured by eight reflective measurement items; (3) Work Environment, measured by nine reflective measurement items; (4) supervision, measured by eight reflective measurement items; (5) Recognition for Achievements, measured by eight reflective measurement items; and (6) promotion, measured by nine reflective measurement items. To meet the criteria for the loading factor, average variance extracted (AVE), composite reliability (CR), and heterotrait-monotrait ratio (HTMT), five measurement

items were reduced: pc1 and pc6 (achievement indicators), ps8 (the job itself indicator), lk4 (work environment indicator), and pm2 (promotion indicator).

4.4. Results of the Outer Model for the Tolerance Variable

The tolerance variable (X1) is measured as a second-order factor with both reflective and formative elements, and it is assessed through six formative indicators: (1) Acceptance of Plurality, measured by seven reflective measurement items; (2) Process of Building Harmony, measured by seven reflective measurement items; (3) Good Relations, measured by six reflective measurement items; (4) Openness and Awareness, measured by seven reflective measurement items; (5) Involvement in Cooperation, measured by eight reflective measurement items; and (6) Justice and Equality, measured by eight reflective measurement items. To meet the criteria for the loading factor, average variance extracted (AVE), composite reliability (CR), and the Heterotrait-Monotrait ratio (HTMT), 14 measurement items were reduced: pp1, pp5, and pp7 (indicators for acceptance of plurality), pk6 and pk7 (indicators for the process of building harmony), hb5 (indicator for good relations), kk5, kk6, and kk7 (indicators for openness and awareness), kr1, kr2, kr6, and kr8 (indicators for involvement in cooperation), and kd8 (indicator for appreciating differences).

4.5. Results of the Outer Model for the Mutual Cooperation (Gotong Royong) Variable

The mutual cooperation (Gotong Royong) variable (X2) is measured as a second-order factor with both reflective and formative elements, and is assessed through six formative indicators: (1) collaboration, measured by seven reflective measurement items; (2) Togetherness, measured by eight reflective measurement items; (3) Kinship, measured by eight reflective measurement items; (4) mutual trust, measured by seven reflective measurement items; (5) Concern for Others, measured by eight reflective measurement items; and (6) sincerity, measured by eight reflective measurement items.

To meet the criteria for the loading factor, average variance extracted (AVE), composite reliability (CR), and the Heterotrait-Monotrait ratio (HTMT), 12 measurement items were reduced: kl1, kl2, kl3 (collaboration indicators), ks4 (togetherness indicator), kg7, kg8 (kinship indicators), sp3, sp4, sp5 (mutual trust indicators), km7, km8 (concern for others indicators), and sn7 (sincerity indicator).

4.6. Results of the Outer Model for the Religiosity Variable

The religiosity variable (X3) is measured as a second-order factor with both reflective and formative elements, and it is assessed through seven formative indicators: (1) Belief and Faith, measured by six reflective measurement items; (2) Religious Knowledge, measured by eight reflective measurement items; (3) Appreciation and Practice of Religion, measured by eight reflective measurement items; (4) ethics, measured by eight reflective measurement items; (5) humility, measured by six reflective measurement items; (6) Social Maturity, measured by seven reflective measurement items; and (7) justice, measured by eight reflective measurement items.

To meet the criteria for the loading factor, average variance extracted (AVE), composite reliability (CR), and heterotrait-monotrait ratio (HTMT), 12 measurement items were reduced: kn4, kn6 (belief indicators), ag1, ag5 (religious knowledge indicators), ph1, ph2, ph6, ph7, ph8 (appreciation and practice of religion indicators), et1, et2, et3, et5 (ethics indicators), kh2, kh5, kh6 (humility indicators), ms1, ms2, ms3 (social maturity indicators), and ka5, ka7, and ka8 (justice indicators).

From the results of the Stage 1 outer model (reflective type), all measurement items had a Loading Factor >0.6 , and the average variance extracted (AVE) for all indicators was >0.5 , thus meeting the requirements for convergent validity. Additionally, the composite reliability (CR) for all indicators was >0.7 , thereby satisfying reliability requirements. Furthermore, the heterotrait-monotrait ratio (HTMT) for each indicator of every variable was <0.9 , indicating discriminant validity.

The loading factor for all measurement items (>0.6 indicates that each measurement item has a strong relationship with the measured indicator, whereas the fulfillment of the minimum AVE value (>0.5) shows that each indicator can explain the variance of the related measurement items. The criterion for Composite Reliability being met (>0.7) indicated the internal reliability of the analyzed indicators. Likewise, the fulfillment of the HTMT criterion (<0.9) indicates that the compatibility level between measured indicators is higher than that between unrelated indicators.

These findings indicate that the indicators measured in this study possess good quality and validity, and these results provide confidence that the measurement items used effectively measure the intended indicators and that the tested indicators can be relied upon in this research, allowing for the continuation of Stage 2 measurements.

Thus, the outer model measurement for the five variables—Organizational Commitment, Work Motivation, Tolerance, Mutual Cooperation (Gotong Royong), and religiosity—can proceed to the next stage because the loading factor, composite reliability (CR), average variance extracted (AVE), and heterotrait-monotrait ratio (HTMT) meet the required criteria.

4.7. Results of Stage 2 Outer Model (Formative Type)

Stage 2 outer model analysis was conducted on variables measured by their respective indicators, which were formative-type. The model evaluation at this stage was performed by lifting the latent variable scores from each indicator from the results of Stage 1 measurements mentioned above (see Table 1).

Fourteen indicators were not significant: Ethics, good relations, justice, pride, togetherness, loyalty, openness and awareness, collaboration, recognition of achievements, appreciation and practice of religion, promotion, mutual trust, supervision, and building harmony. However, as these 14 indicators have a loading factor of >0.5 , they can be retained (Hair et al., 2022). Additionally, from the Stage 2 outer model, it is noted that the Outer VIF is <5 for all indicators, indicating that there are no issues with multicollinearity.

Table 1: Results of formative measurement model evaluation

Path	Outer weights	T statistics	P-values	Loading factor	Outer VIF
Ethics→religiosity	0.151	0.602	0.274	0.785	4.824
Good relations→tolerance	0.181	1.204	0.114	0.775	2.629
Justice→religiosity	-0.135	0.911	0.181	0.648	2.990
Pride→organizational commitment	0.097	1.074	0.142	0.812	2.945
Togetherness→Gotong royong	0.137	0.779	0.218	0.774	3.396
Sufficient Income→Organizational commitment	0.204	2.474	0.007	0.656	1.830
Sincerity→Gotong royong	0.289	2.000	0.023	0.851	2.495
Kinship→Gotong royong	0.262	1.661	0.049	0.876	3.908
Social maturity→Religiosity	0.456	2.319	0.010	0.823	4.618
Concern→Organizational commitment	0.266	3.480	0.000	0.814	2.530
Concern for others→Gotong royong	0.292	2.450	0.007	0.780	2.201
Humility→Religiosity	-0.468	2.279	0.011	0.649	4.001
Openness awareness→Tolerance	-0.063	0.444	0.329	0.739	3.534
Loyalty→Organizational commitment	0.026	0.385	0.350	0.687	2.395
Earnestness in work→Organizational commitment	0.343	3.236	0.001	0.730	1.786
Involvement in cooperation→Tolerance	0.311	2.219	0.013	0.831	3.226
Belief→Religiosity	0.450	2.305	0.011	0.852	2.181
Collaboration→Gotong royong	0.117	0.785	0.216	0.790	2.940
Work environment→Work motivation	0.307	2.466	0.007	0.823	3.446
Appreciating differences→Tolerance	0.496	3.515	0.000	0.877	2.318
The Job Itself→Work motivation	0.315	3.731	0.000	0.864	2.618
Achievement→Work motivation	0.353	3.789	0.000	0.782	2.035
Acceptance of values and norms→organizational commitment	0.372	4.696	0.000	0.816	2.244
Acceptance of plurality→Tolerance	0.391	3.698	0.000	0.780	2.088
Religious knowledge→Religiosity	0.431	2.482	0.007	0.869	2.592
Recognition of achievements→Work motivation	0.087	0.679	0.249	0.740	3.521
Appreciation and practice of Religion→religiosity	0.202	1.357	0.088	0.691	2.561
Promotion→Work motivation	0.026	0.385	0.350	0.615	2.166
Mutual Trust→Gotong royong	0.141	1.302	0.097	0.702	2.082
Supervision→Work motivation	0.161	1.614	0.053	0.740	3.083
Process of building harmony→Tolerance	-0.158	0.887	0.188	0.586	2.167

4.8. Results of the Inner Model

To measure the inner model, an evaluation was conducted on the variance inflation factor (VIF) values to identify potential issues of multicollinearity among the independent variables. The following are the results of the Inner VIF analysis.

Table 2 indicates that the VIF values for all variables are below five, signifying that there is no significant multicollinearity issue. The Mutual Cooperation (Gotong Royong) variable had a VIF of 1.875, Work Motivation of 2.97, religiosity of 1.939, and tolerance of 2.717. In other words, each exogenous variable provides unique information and is not overly correlated with others, making the parameter estimation of the constructed model more reliable. Therefore, it can be concluded that in this structural model, there is no strong indication of multicollinearity that could disrupt the analysis.

4.9. Model Quality Analysis

4.9.1. Coefficient of determination (R^2) analysis

The research findings indicate that in the path model, both R square and adjusted R Square illustrate how well the model explains the variation in the dependent variable, in this case, Organizational Commitment. A high R Square value indicates that the independent variables in the model explain most of the variation in the dependent variables. R^2 values were calculated as follows in Table 3:

For organizational commitment, an R square value of 0.798 falls into the strong category (Hair et al., 2022), indicating that

Table 2: Inner VIF values

Variables	Organizational commitment	Work motivation
Gotong royong	1.875	1.517
Work motivation	2.97	
Religiosity	1.939	1.751
Tolerance	2.717	2.3

VIF: Variance inflation factor

approximately 79.8% of the variation in organizational commitment can be explained by the independent variables in the path model. This demonstrates that the path model effectively explains how variables such as mutual cooperation (gotong royong), religiosity, tolerance, and work motivation impact organizational commitment. For work motivation, an R square value of 0.663, categorized as moderate, indicated that approximately 66.3% of the variation in work motivation could be explained by the independent variables in the path model. This shows that the path model effectively explains how variables such as mutual cooperation, religiosity, and tolerance influence the motivation to work.

4.9.2. Effect size analysis (f^2)

The analysis of the effect size (f^2) provides important insights into the relative contribution of each independent variable to the dependent variable in the model, categorizing effects as small, medium, or large with thresholds of 0.02, 0.15, and 0.35, respectively (Sarstedt et al., 2017). Table 4 presents the results of the effect size analysis.

Table 3: Coefficient of determination (R^2)

Variables	R^2
Organizational commitment	0.798
Work motivation	0.663

Table 4: Effect size (f^2) values

Variables	Organizational commitment	Work motivation
Gotong royong	0.217	0.236
Work motivation	0.381	
Religiosity	0.014	0.107
Tolerance	0.061	0.181

In Organizational Commitment, various independent variables affect it. Specifically, the Mutual Cooperation variable had a moderate effect ($f^2 = 0.217$), while the contribution of the Work Motivation variable had a large effect ($f^2 = 0.381$). This indicates that Work Motivation has a significant impact on Organizational Commitment, greater than that of the Mutual Cooperation variable. Meanwhile, Tolerance ($f^2 = 0.061$) provided only a small effect, and religiosity ($f^2 = 0.014$) contributed insignificantly. However, in the Work Motivation variable, it is evident that the contributions from other variables also have an impact. Mutual Cooperation had a moderate effect ($f^2 = 0.236$). Religiosity had a small effect ($f^2 = 0.107$), and tolerance had a moderate effect ($f^2 = 0.181$) on the variation in Work Motivation. This shows that factors such as Mutual Cooperation and Tolerance have a larger and more significant effect on determining individual Work Motivation compared to religiosity. Thus, the results of the effect size analysis provide a clearer understanding of the importance of Work Motivation in influencing Organizational Commitment, and the critical roles of Mutual Cooperation and Tolerance in shaping Work Motivation

4.9.3. Predictive relevance (Q^2) analysis

The Q^2 values indicate how much of the variation in endogenous variables can be explained by the constructed model. A Q^2 value >0 indicates the model's predictive relevance for a specific endogenous construct, whereas a value of 0 or less indicates a lack of predictive relevance (Ringle et al., 2020). The results of predictive relevance (Q^2) (Table 5).

The predictive relevance (Q^2) for Organizational Commitment was 0.441 and for Work Motivation, it was 0.368. Q^2 values >0 indicate that the model is capable of effectively predicting endogenous variables, particularly Faculty Organizational Commitment. This suggests that the developed model is valid and useful for explaining the relationships between variables in this research context.

4.9.4. Goodness of fit analysis

The indicator used to assess model fit is the standardized root mean square residual (SRMR), which is a measure of how well the model approximates the sample correlation matrix. The lower the SRMR value, the better is the fit of the model. According to Byrne (2012) and Hair et al. (2014), an SRMR value <0.10 , or even more conservatively 0.08, is considered adequate. The SRMR values (presented in Table 6).

Table 5: Predictive relevance (Q^2) values

Variables	$Q^2 (=1-SSE/SSO)$
Organizational commitment	0.441
Work motivation	0.368

Table 6: SRMR values

Fit indices	Saturated model	Estimated model
SRMR	0.092	0.092

SRMR: Standardized root mean square residual

The SRMR values for both the saturated and estimated models were $0.092 < 0.10$, indicating that both met the criteria for model fit. These results indicate that the estimated model is a good representation of the observed data, and is thus suitable for explaining the relationships between variables in this research context.

4.9.5. PLS predict analysis

The PLS Predict is a model validation step designed to evaluate how well the proposed PLS model optimally predicts. This evaluation compared the PLS algorithm with the regression values from a linear model (LM) using criteria such as root mean square error (RMSE), mean absolute error (MAE), and Q^2_{predict} (Hair et al., 2022). PLS prediction measurements were performed using SmartPLS 3.0.

A comparison of the data in Table 7 shows that, in general, the PLS model tends to provide better performance in predicting the response variable. This is indicated by the RMSE and MAE values, which tend to be lower in the PLS model than in the linear model (LM) for most indicators. This indicates that the PLS model had a higher level of accuracy in predicting the value of the response variable. In addition, a higher Q^2_{predict} value in the PLS model indicates that the PLS model is superior in its ability to predict the response variable relative to the model resulting from the linear model (LM). Based on this analysis, it can be concluded that overall, the PLS model performs well in predicting response variables compared to the linear model (LM). Therefore, the PLS model is considered better for use in making predictions, because it can provide more accurate and reliable results.

4.10. Sitorem Analysis Results

Optimization of increasing lecturers' organizational commitment was obtained based on the results of the SITOREM analysis in the form of formulating strategies and methods of increasing commitment based on priorities for handling improvements to weak indicators. The priority handling of indicators for each variable is carried out based on (1) the largest path coefficient value of the independent variable on the organizational commitment variable; (2) the magnitude of the indicator weight value that has been assessed by experts, where the indicator weight values are ordered from highest to lowest for each variable; and (3) the average score of respondents on each indicator (divided into two categories, namely (1) indicators that are still weak and need to be improved for indicators with a score of <4.0 , and (2) indicators that are already strong and need to be maintained or developed for indicators that have a score value ≥ 4.0 . Next, the order of

Table 7: Predictive values of PLS and linear model

Indicators	Model PLS			Linear model		
	RMSE	MAE	Q ² _predict	RMSE	MAE	Q ² _predict
Concern	0.753	0.561	0.439	0.833	0.605	0.314
Pride	0.744	0.568	0.452	0.785	0.606	0.389
Acceptance of values and norms	0.761	0.582	0.427	0.796	0.615	0.373
Income sufficiency	0.849	0.667	0.286	0.848	0.638	0.289
Seriousness in work	0.818	0.649	0.339	0.802	0.601	0.365
Faithfulness	0.813	0.633	0.345	0.858	0.652	0.272
The work itself	0.722	0.531	0.486	0.766	0.573	0.421
Work environment	0.804	0.578	0.36	0.845	0.598	0.293
Achievement	0.782	0.639	0.397	0.789	0.614	0.386
Awards for achievement	0.854	0.607	0.279	0.892	0.629	0.213
Supervision	0.846	0.631	0.291	0.872	0.634	0.247
Promotion	0.891	0.699	0.217	0.862	0.636	0.266

improvement or priority for handling weak indicators starts from the indicators that have the highest expert assessment weight and have a score value <4.0 High indicates that the indicator has an important (main) level of urgency to be corrected immediately. The following is a summary chart of the path coefficient values, weights, and average indicators for each research variable (Setyaningsih, 2021). The analysis of indicator classification takes the form of determines groups of indicators that need to be improved immediately and groups of indicators that will be maintained or developed in the future, based on the ranking of indicators in each research variable. Priority indicators need to be repaired or improved immediately, and indicators that need to be maintained or developed. The results of the analysis are as follows: The priority order of indicators to be improved is eight: Reward for achievement, Promotion, Work environment, Supervision, Concern for others, and loyalty. Income adequacy, the acceptance of values and norms, and 23 other indicators were either maintained or developed.

4.11. Discussion

4.11.1. Impact of work motivation on organizational commitment

Based on the results of the PLS-SEM analysis, the path coefficient from Work Motivation to Organizational Commitment was 0.478, with a T Statistic of 6.626 > 1.96, and $P = 0.000 < 0.05$. Thus, it can be concluded that H_0 is rejected and H_1 is accepted, indicating that Work Motivation has a significantly positive direct impact on Organizational Commitment. High work motivation positively affects employee commitment to the organization, as explained in motivation theory, where motivation involves internal and external factors of employees, such as self-efficacy/competence, closely related to job performance and organizational commitment (Colquitt et al., 2015). Previous research, namely, the study conducted by Ekowati et al. (2023) and Kuntadi et al. (2023) proves that motivation positively influences organizational commitment, and regression analysis shows that motivation has a positive effect on overall organizational engagement. Well-motivated employees are directly involved in an organization's success. Motivation and organizational commitment are interrelated; thus, good motivation automatically entails good organizational commitment. The model summary shows that work motivation explains 36% of the variance in organizational commitment. The coefficient of work motivation ($\beta = 0.572$,

$P < 0.000$) indicates that work motivation has a strong and positive effect on organizational commitment. Similarly, previous research by Salleh et al. (2016), titled "The Influence of Work Motivation on Organizational Commitment in the Workplace," proves that there is a strong relationship between work motivation and organizational commitment, as shown by a correlation coefficient of 0.772. The results of previous studies support the validation of the research hypothesis that Work Motivation has a positive influence on Organizational Commitment. From the above findings, it can be concluded that the Work Motivation variable has a significant positive direct influence on the faculty members' Organizational Commitment variable.

4.11.2. Impact of tolerance on organizational commitment

The second research hypothesis posits that tolerance has a direct positive influence on Organizational Commitment. The path coefficient from Tolerance to Organizational Commitment is 0.183, with a T Statistic of 2.245 > 1.96, and $P = 0.012 < 0.05$, leading to the conclusion that H_0 is rejected and H_1 is accepted, meaning that tolerance has a direct positive effect on Organizational Commitment. Previous research by Tommy et al. (2004) demonstrated that the correlation (r_{xy}) between the organizational culture dimension of attitudes towards tolerance of conflict and organizational commitment was 0.362, with a $P < 0.01$. This indicates a positive relationship between attitudes towards the culture of tolerance for conflict and commitment to the organization. Thus, the more positive the employees' attitudes towards the culture of tolerance for conflict, the higher their commitment to the organization. Conversely, the more negative the employees' attitudes towards the culture of tolerance for conflict, the lower their commitment to the organization. Therefore, these research results support the validation of the hypothesis that tolerance has a positive influence on faculty members' Organizational Commitment.

4.11.3. Impact of mutual cooperation (Gotong Royong) on organizational commitment

The third research hypothesis posits that Mutual Cooperation (Gotong Royong) has a direct positive influence on Organizational Commitment. From the results, it is known that the path coefficient from Gotong Royong to Organizational Commitment is 0.286, with a T statistic of 3.307 > 1.96, and $P = 0.001 < 0.05$. Thus, it can be concluded that H_0 is rejected and H_1 is accepted, meaning that

Gotong Royong has a direct positive effect on the Organizational Commitment of faculty members. Research on the influence or relationship of mutual cooperation towards organizational commitment has not been found, but research regarding kinship has been conducted, where kinship according to Munawaroh (2013), Effendi (2016), Anastasia (2021), and Fusnika et al. (2022) is a value derived from Gotong Royong. The study conducted by Firmanto and Kistyanto (2013) showed that affective commitment mediates the relationship between familial work culture and employee turnover intention. Thus, familial work culture in companies increases affective commitment (the significance value of the influence of familial work culture on affective commitment is 0.000). Therefore, previous research results support the hypothesis that Gotong Royong has a positive influence on faculty members' Organizational Commitment.

4.11.4. Impact of religiosity on organizational commitment

The fourth research hypothesis posits that religiosity has a direct positive influence on Organizational Commitment. Based on the calculations using PLS SEM, the path coefficient from Religiosity to Organizational Commitment is 0.075, with a T Statistic of 1.249 < 1.96, and $P = 0.106 > 0.05$. Therefore, it can be concluded that H_0 is accepted and H_1 is rejected, meaning religiosity does not have a direct impact on Organizational Commitment. Previous research by Ekizler and Galifanova (2020) found a positive influence of intrinsic religiosity ($\beta = 0.342$) and extrinsic religiosity ($\beta = 0.176$) on organizational commitment, which was statistically significant ($P = 0.000$). Further, Farrukh et al. (2016) found that affective commitment has an influence on religiosity with a T Value of 5.34, continuance commitment has no influence on religiosity with a T value of 0.99, and normative commitment has an influence on religiosity with a T value of 3.43.

However, research by Nurshilasari and Rijanti (2021) indicates that religiosity does not significantly affect organizational commitment, where statistical test results showed a beta value of the influence of Religiosity on Organizational Commitment of 0.058 with a significance (P-value) of $0.387 > 0.05$. Similarly, Isnaini (2018) found that religiosity did not have a significant influence on organizational commitment, with a significance value of $0.078 > 0.050$. Thus, previous research results are mixed, with some supporting and others not supporting the hypothesis that religiosity has a positive influence on Organizational Commitment.

4.11.5. Impact of tolerance on work motivation

The fifth research hypothesis posits that tolerance has a direct positive influence on work motivation. Based on the calculations using PLS SEM, the path coefficient from Tolerance to Work Motivation is 0.375, with a T Statistic of $4.113 > 1.96$ and $P = 0.000 < 0.05$. Thus, it can be concluded that H_0 is rejected and H_1 is accepted, indicating that tolerance directly influences Work Motivation. Therefore, it can be concluded that the higher the level of tolerance, the higher is the work motivation. According to a study conducted by Hasyim et al. (2023) Javanese cultural harmony behavior, affiliation, prosocial, emotional expression, and entrepreneurial motivation within the Javanese cultural community. Harmony can be a manifestation of tolerance for social relationships. When someone is able to live peacefully,

cooperate, and accept others as they are, it reflects a high level of tolerance. Tolerance requires willingness to appreciate and support diversity. Harmony is one way of expressing tolerance. Thus, the results of this study provide further understanding of the positive relationship between tolerance and work motivation, and underscore the importance of values such as openness, appreciation for differences, and cooperation in fostering tolerance within society.

4.11.6. Impact of mutual cooperation (Gotong Royong) on work motivation

The sixth hypothesis posits that Mutual Cooperation (Gotong Royong) has a direct positive influence on Work Motivation. Based on the calculations using PLS SEM, the path coefficient from Gotong Royong to Work Motivation is 0.347, with a T Statistic of $4.945 > 1.96$, and $P = 0.000 < 0.05$; thus, it can be concluded that H_0 is rejected and H_1 is accepted, meaning Gotong Royong has a direct positive effect on Work Motivation. Research conducted by Rimbayana et al. (2022) proved that competence has a significant influence on performance, competence affects work motivation, and motivation mediates the influence of competence on employee performance. Cooperation does not directly influence performance but does affect motivation. Work motivation mediates the influence of cooperation on employee performance. The T and P-values for the direct influence of cooperation on work motivation were 3.630 and 0.000, respectively. Munawaroh (2013) defines gotong royong as the collective execution of tasks or cooperation (corporation) without financial compensation involving more than one individual. Similarly, Marhayati (2021) states that gotong royong is a form of cooperation among a group of people to achieve a positive goal through discussion and consensus. Gotong royong activities serve as a meeting point for community members with diverse religious beliefs and cultural backgrounds, working together to build a nation (Mulyatno and Yosafat, 2022).

4.11.7. Impact of Religiosity on work motivation

The seventh research hypothesis posits that religiosity has a direct positive influence on work motivation. Based on calculations using PLS SEM, the path coefficient from Religiosity to Work Motivation is 0.252, with a T Statistic of $2.862 > 1.96$, and $P = 0.002 < 0.05$, leading to the conclusion that H_0 is rejected and H_1 is accepted, meaning that religiosity has a direct positive effect on Work Motivation. Previous research by Jannah and Siswanto (2022) showed that religiosity does not have a direct influence on work motivation with a path coefficient of 0.060, a T Statistic of 0.591, and a $P = 0.556$. However, research by Ariani (2021) proved that religiosity influences student motivation, demonstrating that religiosity and spirituality are crucial for students in Indonesia, as they enhance motivation and thereby improve student achievement.

4.11.8. Impact of tolerance on faculty organizational commitment through work motivation

The eighth research hypothesis posits that tolerance has an indirect positive influence on faculty organizational commitment through work motivation. Based on calculations using PLS SEM, the path coefficient from Tolerance to Faculty Organizational Commitment is 0.183, and from Tolerance to Organizational Commitment through Work Motivation is 0.179, with a T Statistic

of $3.383 > 1.96$ and $P = 0.000 < 0.05$, respectively. Therefore, H_0 is rejected, and H_1 is accepted, meaning that tolerance has an indirect positive effect on Faculty Organizational Commitment through Work Motivation. This effect is categorized as complementary partial mediation because both direct and indirect effects are significant and positive.

4.11.9. Impact of Gotong Royong on faculty organizational commitment through work motivation

The ninth research hypothesis posits that Gotong Royong has an indirect positive influence on faculty organizational commitment through work motivation. Based on calculations, the path coefficient from Gotong Royong to Faculty Organizational Commitment is 0.286, and from Gotong Royong to Organizational Commitment through Work Motivation is 0.166, with a T Statistic of $4.196 > 1.96$ and $P = 0.000 < 0.05$. Therefore, it can be concluded that H_0 is rejected and H_1 is accepted, meaning that Gotong Royong has an indirect positive effect on Faculty Organizational Commitment through Work Motivation. This mediation effect is also a case of complementary partial mediation, suggesting the presence of other mediators, where the indirect pathway also has significance and a positive direction, similar to the direct effect.

4.11.10. Impact of religiosity on faculty organizational commitment through work motivation

The tenth research hypothesis posits that religiosity has an indirect positive influence on faculty Organizational Commitment through work motivation. Based on the PLS SEM analysis using SmartPLS, the path coefficient from Religiosity to Faculty Organizational Commitment was 0.075, and from Religiosity to Organizational Commitment through Work Motivation was 0.120, with a $P = 2.554 > 1.96$, and $0.005 < 0.05$. Therefore, it can be concluded that H_0 is rejected and H_1 is accepted, meaning Religiosity has an indirect positive effect on Faculty Organizational Commitment through Work Motivation.

The mediation effect in the pathway from Religiosity to Organizational Commitment through Work Motivation is classified as indirect only full mediation because the direct effect is not significant and the indirect effect is significant and positive. This indirect full mediation effect indicates that the Work Motivation variable mediates the relationship between the religiosity and Organizational Commitment variables without any direct contribution from the Gotong Royong variable to the Organizational Commitment variable. This demonstrates that the Work Motivation variable as a mediator plays a crucial role in the relationship between the Religiosity variable and the Organizational Commitment variable.

5. CONCLUSION AND SUGGESTIONS

This research succeeded in developing a constellation model of influence between variables to increase Lecturer Organizational Commitment based on the results of the exploration of variables that had a positive and dominant influence on Lecturer Organizational Commitment carried out at the research locus (STIKes in Jakarta). This study also highlights the significant influence of work motivation, tolerance, and mutual cooperation on

increasing lecturers' organizational commitment. Religiosity did not have a significant direct impact on organizational commitment. Through partial least squares structural equation modelling (PLS-SEM) analysis, the model was proven to meet several model quality criteria. First, the coefficient of determination (R^2) shows that the developed path model can explain most of the variation in the dependent variable for both Organizational Commitment and Work Motivation, indicating that the independent variables in the model can effectively influence the dependent variable. Furthermore, the size effect (f^2) shows that Work Motivation significantly contributes to Organizational Commitment, with the largest effect compared to other variables, such as Gotong Royong, confirming the important role of motivation in forming commitment. In addition, predictive relevance (Q^2) shows that the model has a good ability to predict endogenous variables, especially Organizational Commitment, indicating its validity. The goodness of fit indicates that the model fits the observed data, increasing confidence in its representation. Finally, the analysis results show that the PLS model tends to provide better performance in predicting response variables than the linear model (LM), increasing the reliability of the predictions. Thus, this model can be used to understand and predict the relationships between the variables studied.

Based on the explained model, strategies to increase lecturers' organizational commitment involve strengthening the variables of work motivation, tolerance, cooperation, and religiosity. Through SITOREM analysis, concrete steps to strengthen these variables were determined. For example, for the tolerance variable, good indicators were maintained, whereas for cooperation, improvements to the indicator of caring for others were carried out together with the development of other indicators. Maintaining or developing good indicators is necessary for the religiosity variable. Furthermore, for the work motivation variable, improvements in the indicators of rewards for achievement, promotion, supervision, and work environment were prioritized, while other indicators were maintained or developed. The implication of this study is the need to focus on strengthening these variables to increase lecturers' organizational commitment. Concrete efforts are needed to improve and develop indicators according to the priorities set by the SITOREM analysis.

Based on the conclusions and implications that have been explained, several suggestions can be made to increase lecturers' organizational commitment. First, lecturers must actively maintain a conducive work environment, increase concern for others by respecting and helping each other, and strengthen loyalty to the institution by working wholeheartedly. Second, foundations and STIKes must provide transparent rewards to lecturers, clear promotion guidelines, build an in-depth supervision system, and evaluate and improve the work environment. Third, for further research, it is recommended that the influence of local wisdom-based variables, such as Courage, Togetherness, Environmental Care, Social Care, Spirit, Politeness, and Resilience, be included in the model. Thus, the implementation of these suggestions is expected to strengthen lecturers' organizational commitment and improve the quality of higher education institutions.

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