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THE ROLE OF WORK MOTIVATION AND ORGANIZATIONAL CULTURE IN INCREASING INVESTMENT WITH ORGANIZATIONAL COMMITMENT AS AN INTERVENING VARIABLE

(Case Study on the Investment and One-Stop Integrated Services Office of Pemalang Regency)

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ABSTRACT

This study aims to analyze the role of work motivation and organizational culture on increasing investment, with organizational commitment as an intervening variable. This study was conducted at the Investment and One-Stop Integrated Service Office (DPMPTSP) of Pemalang Regency, which has a strategic role in increasing investment in the area. Work motivation and organizational culture are seen as factors that can influence individual performance in the organization, which in turn contributes to the process of increasing investment. Organizational commitment is hypothesized as an intervening variable that can strengthen the relationship between work motivation and organizational culture on increasing investment. The method used in this study is a quantitative approach with Partial Least Square analysis techniques , the sample used in the study was 64 respondents .

The results of the study indicate that both work motivation and organizational culture have a positive influence on organizational commitment , which then plays a significant role in increasing investment. This finding indicates the importance of internal organizational factors, such as work motivation and organizational culture, in supporting organizational performance and goal achievement, particularly in the context of increasing investment. This study contributes to understanding organizational dynamics and the important role of organizational commitment in improving sustainable investment outcomes.

KEYWORDS: *Work Motivation , Organizational Culture , Organizational Commitment , Investment Increase , Investment Office and One-Stop Integrated Service .*

INTRODUCTION

Background

In an era of globalization and increasingly fierce economic competition, increased investment is a crucial indicator of regional economic growth. Investment not only reflects investor confidence in a region but also directly impacts job creation, increased regional revenue, and infrastructure development. Therefore, a region's success in attracting and increasing investment is greatly influenced by the effectiveness of the institutions tasked with managing and serving investment, one of which is the Investment and One-Stop Integrated Services Agency (DPMPTSP).

The Pemalang Regency Investment and Investment Coordinating Board (DPMPTSP) plays a strategic role in creating a conducive investment climate. However, efforts to increase investment are not solely determined by sound regulations and service systems, but are also influenced by internal organizational factors such as work motivation, organizational culture, and employee commitment. High work motivation encourages employees to work more productively and efficiently, while a positive organizational culture creates a work environment that supports collaboration and innovation. Both contribute to providing excellent service to investors.

Organizational commitment is an intermediary factor that bridges the relationship between motivation and organizational culture and the desired outcome, namely increased investment. Employee commitment to the organization demonstrates loyalty and a willingness to contribute optimally to achieving the institution's goals. Previous research has shown that organizations with highly committed employees tend to perform better in serving the community and stakeholders, including investors.

Based on these conditions, it is important to examine the role of work motivation and organizational culture in increasing investment, considering organizational commitment as an intervening variable. This research was conducted within the Pemalang Regency

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DPMPTSP as a case study to gain a deeper understanding of the factors influencing the success of increasing investment at the regional level.

Formulation of the problem

Based on the background that has been presented, the problem formulation in this research is as follows:

1. How does work motivation influence organizational commitment?
2. How does organizational culture influence organizational commitment?
3. How do work motivation and organizational culture influence investment growth?
4. Does organizational commitment act as an intervening variable between work motivation and increased investment?
5. Does organizational commitment act as an intervening variable between organizational culture and increased investment?

Research Purposes

This research aims to:

1. Analyzing the influence of work motivation on organizational commitment.
2. Analyzing the influence of organizational culture on organizational commitment.
3. To determine the influence of work motivation and organizational culture on increasing investment.
4. To understand the role of organizational commitment as an intervening variable between work motivation and increased investment.
5. To understand the role of organizational commitment as an intervening variable between organizational culture and increased investment.

Benefits of Research

This research is expected to provide the following benefits:

a) Theoretical Benefits
   Contributing to the development of human resource management science and organizational behavior, particularly in relation to the influence of work motivation and organizational culture on improving institutional performance and regional investment.
b) Practical Benefits
   Provide recommendations to the Pemalang Regency DPMPTSP to improve investment service performance by strengthening work motivation, organizational culture, and employee commitment as a strategic effort to encourage increased regional investment.

LITERATURE REVIEW

Work motivation

Work motivation is an internal and external drive that influences a person's enthusiasm, direction, and persistence in their work behavior. Robbins and Judge (2019) state that motivation is a process that explains an individual's intensity, direction, and persistence in achieving goals. High work motivation will encourage employees to be more committed and productive in serving the community and investors.

The dimensions of work motivation according to Herzberg in the Two Factor Theory include:

- Intrinsic factors (achievement, recognition, responsibility)
- Extrinsic factors (salary, organizational policies, employee relations)

Organizational Culture

Organizational culture is the values, norms, and beliefs that guide behavior within an organization. According to Schein (2017), organizational culture consists of three levels: artifacts, shared values, and core assumptions. A strong culture will increase goal alignment among employees and improve public service.

Dimensions of Organizational Culture (Denison, 2000):

- Involvement
- Consistency
- Adaptability
- Mission

Organizational Commitment

Organizational commitment is the degree to which employees feel emotionally attached, have a desire to remain in the organization, and are willing to contribute maximally. According to Meyer and Allen (1997), organizational commitment is divided into three:

- Affective commitment (emotional attachment)
- Continuity commitment (cost-based attachment)
- Normative commitment (obligation-based attachment)

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- This commitment is an important bridge in the influence of motivation and culture on service performance and organizational output, including increased investment.

Regional Investment

Increased regional investment is linked to the government's success in creating a conducive climate for investors. Commonly used indicators include the number of business permits, the value of inward investment, and investor satisfaction levels. According to Bappenas (2021), fast, transparent, and accountable public services are a key attraction for investors, a quality that is highly dependent on the quality of human resources and the performance of investment service institutions such as the DPMPTSP.

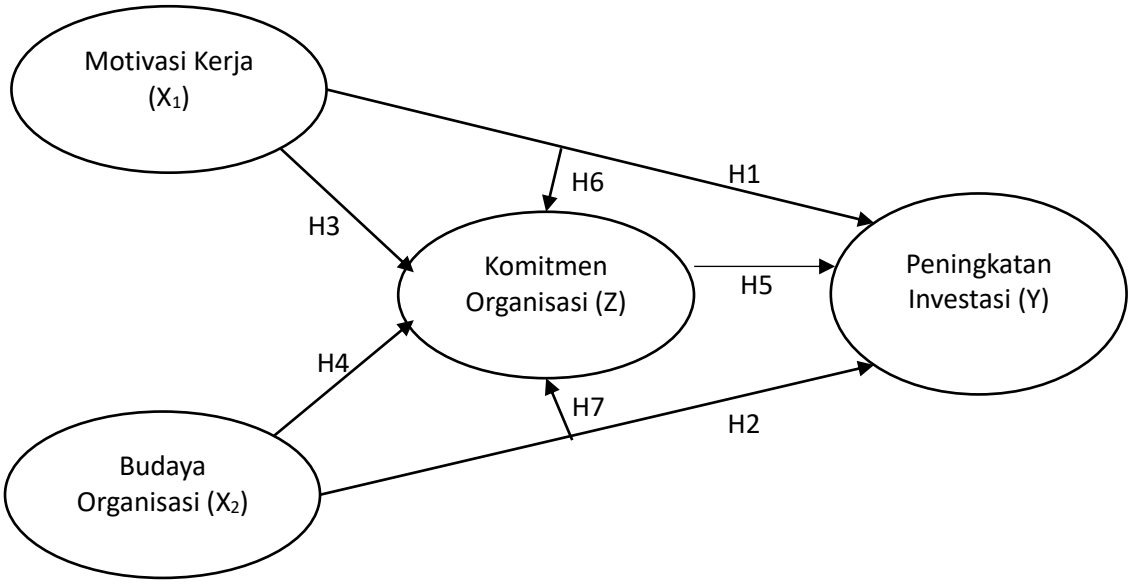
Relationship between variables

1. **Work Motivation and Organizational Commitment**
   High motivation encourages employees to feel satisfied, involved, and committed to their tasks and the organization (Robbins & Judge, 2019).
2. **Organizational Culture and Organizational Commitment**
   A supportive work culture can shape employee loyalty and devotion to the organization (Schein, 2017).
3. **Organizational Commitment and Increased Investment**
   Employees with high commitment tend to provide better service, speed up the investment process, and increase investor confidence (Meyer & Allen, 1997).
4. **Motivation and Culture towards Investment through Commitment**
   Organizational commitment functions as an intervening variable that strengthens the influence of motivation and culture on organizational outcomes, including the achievement of investment targets.

Empirical Model

This research builds the following framework of thought:

Empirical Model



Based on the literature review and framework of thought, the research hypothesis is formulated as follows:

- H1: Work motivation has a positive effect on increasing investment
- H2: Organizational culture has a positive effect on increasing investment.
- H3: Work motivation has a positive effect on organizational commitment.
- H4: Organizational culture has a positive influence on organizational commitment.
- H5: Organizational commitment has a positive effect on increasing investment.
- H6: Organizational commitment mediates the influence of work motivation on increasing investment.
- H7: Organizational commitment mediates the influence of organizational culture on increasing investment.

RESEARCH METHODS

This study used a questionnaire as data collection, the questionnaire contained a tool in the form of a scale. The measurement scale used in this study uses the Likert scale method to measure the scale of work motivation, organizational culture, systems,

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organizational commitment and investment increase. The Likert scale model used has four alternative answers, namely, very appropriate (SS), appropriate (S), not appropriate (TS), and very not appropriate (STS). The data analysis technique in this study was processed using the Structural Equation Model (SEM) approach with a measurement model using the Smart PLS program version 3.2.9 to measure the intensity of each variable and a structural model to analyze the data and research hypotheses.

Research Population and Sample

Research Population

This study employed a quantitative method with a population of 64 respondents drawn from the DPMPTSP population and several selected work units. This study employed a non-probability sampling technique with a purposive sampling technique.

Research Sample

Considering that the population in this study was only 64 employees working at DPMPTSP , the entire population will be used as the research sample. Therefore, the sampling technique in this study used the census method or saturated sampling, namely a sampling technique when all members of the population are used as samples (Sugiyono, 2019) . The number of samples in this study was 64 respondents.

Inferential Analysis

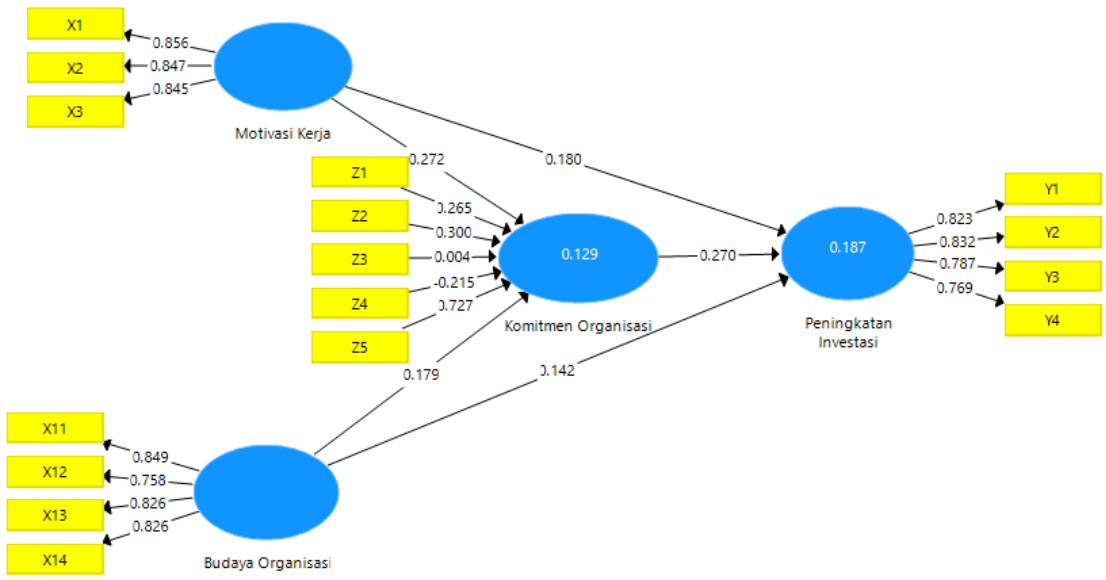
The analysis of the research results will present various results of data analysis used in this research, and from the analysis of the research results, validity tests, reliability tests, model tests, path coefficient results, hypothesis test results from the influence of the physical work environment and spiritual leadership on employee performance through job satisfaction, as well as mediation tests, each of which can be explained as follows:

RESEARCH RESULTS AND DISCUSSION

Outer Model

The results of *the outer model* or structural model obtained from the processing results using *the Structural Equation Model Partial Least Square* (SEM-PLS) as follows:

Structural Model (*Outer Model*)



Source: Processed primary data, 2025.

This figure shows that each work motivation variable is measured by five indicators (X.1 – X.3), Organizational Culture is measured by five indicators (X.11 – X.14). The organizational commitment variable is measured by five indicators (Z.1 – Z.5), and Investment Increase is measured by six indicators (Y.1 – Y.4). Each indicator in this study consists of a number of questionnaire questions, and the arrows leading from the indicators to the latent construct indicate that this study uses reflective indicators. Reflective indicators are used to define characteristics or explain the variables in more detail through various existing questions.

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Convergent Validity Test

Convergent validity test The analysis of each indicator in each variable is carried out in two ways. The first method is a validity test by looking at the *loading factor value* , which can be seen in the *outer loading table* . The basis for determining convergent validity with *outer loading* is that if *the loading factor* value is between 0.6-0.7, it can be considered valid . The results of *the outer loading* can be seen in the following table:

Table 1.
***Outer Loading* Results**

	Organizational culture	Organizational Commitment	Work motivation	Increased Investment
X1			0.856	
X11	0.849			
X12	0.758			
X13	0.826			
X14	0.826			
X2			0.847	
X3			0.845	
Y1				0.823
Y2				0.832
Y3				0.787
Y4				0.769
Z1		0.759		
Z2		0.761		
Z3		0.756		
Z4		0.787		
Z5		0.923		

Source: Processed primary data, 2025.

The table above shows that the analysis results obtained a *loading factor value* for each indicator of each variable greater than 0.70. This result indicates that each indicator of each variable—work motivation, organizational culture, organizational commitment, and increased investment—can be considered valid.

The second method of convergent validity testing is performed by examining *the Average Variant Extracted* (AVE) value. The basis for decision-making is that if the AVE value is greater than 0.5, it is considered valid. *The Average Variant Extracted* (AVE) results can be seen in the following table:

Table 2
***Average Variant Extracted* (AVE) Test Results**

Variables	Average Variance Extracted (AVE)
Organizational culture	0.665
Organizational Commitment	0.671
Work motivation	0.722
Increased Investment	0.645

Source: Processed primary data, 2025

The table above shows that the analysis results obtained *an Average Variant Extracted* (AVE) value for each variable of work motivation, organizational culture, organizational commitment, and investment increase greater than 0.5. These results can be concluded if each measure of each variable is said to be valid.

Discriminant Validity Test

The discriminant validity test is conducted using *the Fornell-Larcker Criterion* , which is done by comparing the square root of *the Average Variance Extracted* (AVE) of each variable with the correlation between other variables in the model. A variable will be said to be discriminantly valid if the square root of the AVE or *Fornell-Larcker Criterion* is greater than the correlation value with other variables. The results of *the Fornell-Larcker Criterion* can be seen in the following table:

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Table 3
***Fornell-Lacker Criterion* Results**

	Organizational culture	Organizational Commitment	Work motivation	Increased Investment
Organizational Culture	0.816			
Organizational Commitment	0.244			
Work Motivation	0.238	0.314	0.850	
Increased Investment	0.251	0.361	0.298	0.803

Source: Processed primary data, 2025

The table above shows that *the Fornell-Larcker Criterion* , or the square root of the AVE, of each variable is greater than the correlation between the other variables. This is evidenced by *the Fornell-Larcker Criterion value* for organizational culture of 0.816, which is greater than its correlation with the other variables. This also applies to other variables such as organizational commitment, work motivation, and increased investment, so each variable's discriminant measurement can be said to be valid.

***Composite Reliability* Test**

The construct reliability test shows accuracy, tension condition And accuracy something tool measure in do Measurement . The variable reliability test is conducted by looking at the *Cronbach's alpha* and *composite reliability values* , and both values must be greater than 0.70. The results of the *composite reliability test* can be seen in the following table:

Table 4
***Composite Reliability* Results**

	Cronbach's Alpha	Composite Reliability
Organizational Culture	0.834	0.888
Organizational Commitment	0.721	0.768
Work Motivation	0.808	0.886
Increased Investment	0.819	0.879

Source: Processed primary data, 2025.

The Cronbach's alpha and *composite reliability* values for each variable of organizational culture, organizational commitment, work motivation, and increased investment. greater than 0.70. This means that each variable used can be said to be reliable, thus fulfilling the requirements for research.

Model Testing

R-Square

R-Square Test or the coefficient of determination is used to determine the extent to which the independent variables in the model are able to explain the variation in the dependent variable . The *R-Square value* In this analysis, the value is between zero (0) and one (1) . The R-Square value criteria are 0.67 as a strong model, 0.33 as a moderate model, and 0.19 as a weak model . The results of *the R-Square* test can be explained as follows:

Table 5
***R-Square* Results**

	R Square	R Square Adjusted
Organizational Commitment	0.413	0.425
Increased Investment	0.680	0.675

Source: Processed primary data, 2025

The table above shows that the *R-square value* of the first model is 0.680. This means that work motivation, organizational culture, and organizational commitment can explain 68% of the variation in the investment increase variable, while the remaining 32% of the variation in the investment increase variable can be explained by other variables not examined. This *R-square value* indicates that the first model is a strong model.

R-Square value of the second model is 0.413. This means that work motivation and organizational culture can explain the variation in the organizational commitment variable by 41.3%, while the remaining 58.7% of the variation in the organizational commitment variable can be explained. other variables not studied are explained. The *R-Square value* indicates that the first model is a moderate model.

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f-Square

f-square value aims to determine the criteria for the influence of the independent variable on the dependent variable. The *f-square assessment* is divided into three categories: a value of 0.02–0.15 indicates a weak influence, a value of 0.15–0.35 indicates a moderate influence, and a value of 0.35 or more indicates a strong influence. The *f-square results* can be seen in the following table:

Table 7
***f-Square* Results**

	Organizational Commitment	Increased Investment
Organizational Culture	0.229	0.121
Work Motivation	0.310	0.192
Organizational Commitment		0.378

Source: Processed primary data, 2025.

The table above shows the results of the analysis obtained, the criteria for the influence of organizational culture on organizational commitment of 0.229 is included in the moderate influence, work motivation on organizational commitment is included in the moderate influence criteria with a value of 0.310. The influence of organizational culture on increasing investment is included in the weak influence criteria with a value of 0.121, the influence of work motivation on increasing investment is included in the moderate influence criteria with a value of 0.192, and the influence of organizational commitment on increasing investment is included in the strong influence criteria with a value of 0.378.

Path Coefficient

path coefficient is used to measure the extent to which organizational culture, work motivation, and organizational commitment influence investment increases, as well as the extent to which the physical work environment and spiritual leadership influence job satisfaction. This path coefficient has a value that ranges from -1 to 1. If the value is in the range of 0 to 1, it indicates a positive influence, while if the value is in the range of -1 to 0, it indicates a negative influence. The results of the path coefficient can be found in the following table:

Table 8
***Path Coefficient* Results**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Organizational Culture -> Increased Investment	0.215	0.230	0.074	2,480	0.012
Work Motivation -> Increased Investment	0.283	0.324	0.125	2,510	0.013
Organizational Commitment -> Increased Investment	0.415	0.477	0.133	3,514	0,000
Organizational Culture -> Organizational Commitment	0.410	0.427	0.122	3,109	0.002
Work Motivation -> Organizational Commitment	0.423	0.431	0.125	3,341	0.001

Source: Processed primary data, 2025.

The table above shows that the analysis results show that the variables of work motivation, organizational culture, and organizational commitment have a positive effect on increasing investment. These results also indicate that the variables of work motivation and organizational culture have a positive effect on organizational commitment.

Hypothesis Testing

Test in this study is used to determine the partial influence of the independent variable on the dependent variable. dependent. Hypothesis testing is done by comparing the calculated t value with the t table. If the calculated t value is > 1.96 and the p value is < 0.05, then the result is to accept the alternative hypothesis (Ha). If the calculated t value is < 1.96 and the p value is > 0.05, then the result is to accept the null hypothesis (Ho). Based on *the Structural Equation The Partial Least Square* (PLS) model above shows the influence between independent variables on the dependent variable, as can be seen in the following table:

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Table 9
Hypothesis Test Results

Influence of Variables	T Statistics (|O/STDEV|)	P Values
Work motivation -> Increased investment	2,450	0.012
Organizational Culture -> Increased Investment	2,513	0.001
Organizational Commitment -> Increased Investment	3,454	0.002
Work motivation -> Organizational commitment	3,109	0.012
Organizational Culture -> Organizational Commitment	3,233	0,000

Source: Processed primary data, 2025.

Based on the table above, the results of hypothesis testing regarding the influence of work motivation, organizational culture, and organizational commitment on increasing investment, as well as the influence of work motivation and organizational culture on organizational commitment can be explained as follows:

H1: Work motivation has a positive and significant effect on increasing investment.
The t- *statistic value* of the work motivation variable on increasing investment is 2.450 with a P-value of 0.012. These results indicate that the t-statistic value is greater than the t-table value, which is 2.450 > 1.96, and the P-value of 0.012 is smaller than 0.05. The decision is to accept the alternative hypothesis, meaning that hypothesis one (H1) which states that work motivation has a positive and significant effect on increasing investment is statistically acceptable.

H2: Organizational Culture has a positive and significant effect on increasing investment.
The t- *statistic value* of the organizational culture variable on increasing investment is 2.513 with a P-value of 0.001. These results indicate that the t-statistic value is greater than the t-table value, namely 2.513 > 1.96, and the P-value of 0.001 is smaller than 0.05. The decision is to accept the alternative hypothesis, meaning that hypothesis two (H2) which states that organizational culture has a positive and significant effect on increasing investment is statistically acceptable.

H3: Organizational Commitment has a positive and significant effect on increasing investment.
The t- *statistic value* of the organizational commitment variable on increasing investment is 3.454 with a P-value of 0.002. These results indicate that the t-statistic value is greater than the t-table value, which is 3.454 > 1.96, and the P-value of 0.002 is smaller than 0.05. The decision is to accept the alternative hypothesis, meaning that hypothesis three (H3) which states that organizational commitment has a positive and significant effect on increasing investment is statistically acceptable.

H4: Work motivation has a positive and significant effect on organizational commitment.
The t- *statistic value* of the work motivation variable on organizational commitment is 3.109 with a P-value of 0.012. These results indicate that the t-statistic value is greater than the t-table value, which is 3.109 > 1.96, and the P-value of 0.012 is smaller than 0.05. The decision is to accept the alternative hypothesis, meaning that hypothesis four (H4) which states that work motivation has a positive and significant effect on organizational commitment is statistically acceptable.

H5: Organizational Culture has a positive and significant influence on Organizational Commitment
The t- *statistic value* of the organizational culture variable on organizational commitment is 3.223 with a P-value of 0.000. These results indicate that the t-statistic value is greater than the t-table value, namely 3.223 > 1.96, and the P-value of 0.000 is smaller than 0.05. The decision is to accept the alternative hypothesis, meaning that hypothesis five (H5) which states that organizational culture has a positive and significant effect on organizational commitment is statistically acceptable.

Mediation Test
The mediation test was conducted using the path coefficient value. The intervening test in the study was indicated by the coefficient value of *the Specific Indirect Effects,* which was conducted using *Smart Partial Least Square* (*Smart* -PLS). The results of the path analysis of the influence of work motivation and organizational culture on increasing investment through commitment. are as follows:

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Table 10
Mediation Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Work motivation -> Organizational commitment -> Increased investment	0.210	0.203	0.087	2,315	0.013
Organizational culture -> Organizational commitment -> Increased investment	0.223	0.216	0.093	2,392	0.017

Source: Processed primary data, 2025.

Based on the table above, the mediation test of the influence of work motivation and organizational culture on increasing investment through organizational commitment can be explained as follows:

H6: Work motivation has a significant positive effect on increasing investment through organizational commitment.

Value of *the specific indirect effect of* the work motivation variable on increasing investment through organizational commitment is 2.315 and the p-value is 0.013. This value indicates that the t-statistic value is greater than the t-table value of 2.315 > 1.96 and the p-value of 0.013 is smaller than 0.05. The decision is to accept the alternative hypothesis, meaning that Hypothesis six (H6) which states that work motivation has a positive and significant effect on increasing investment through organizational commitment is statistically acceptable. This result indicates that organizational commitment can mediate the influence of work motivation on increasing investment

H7: Organizational culture has a significant positive effect on increasing investment through organizational commitment.

Value of *the specific indirect effect* of the organizational culture variable on increasing investment through organizational commitment is 2.392 and the p-value is 0.017. This value indicates that the t-statistic value is greater than the t-table value of 2.392 > 1.96 and the p-value of 0.017 is smaller than 0.05. The decision is to accept the alternative hypothesis, meaning that Hypothesis seven (H7) which states that organizational culture has a positive and significant effect on increasing investment through organizational commitment is statistically acceptable. This result indicates that organizational commitment can mediate the influence of organizational culture on increasing investment.

DISCUSSION

The following is a comprehensive discussion based on research results regarding the influence of work motivation and organizational culture on increasing investment, with organizational commitment as an intervening variable:

The Influence of Work Motivation on Increasing Investment

The results of the study indicate that work motivation has a positive and significant effect on increasing investment (t = 2.450; p = 0.012). This means that the higher the level of employee work motivation, the better their contribution to creating responsive and quality public services for investors. In the context of the DPMPTSP, high motivation encourages employees to be more productive, responsive, and professional in processing permits and providing investment services. This aligns with the theory of Robbins & Judge (2019) that motivation is the primary driver in determining the direction and intensity of work behavior, which ultimately impacts organizational performance.

The Influence of Organizational Culture on Investment Increase

Organizational culture has also been shown to have a significant positive effect on increasing investment (t = 2.513; p = 0.001). An inclusive, adaptive, and service-oriented organizational culture will create a conducive and harmonious work environment. Strong organizational values, such as involvement, consistency, adaptability, and mission-oriented, as stated by Denison (2000), encourage the creation of efficient and investor-friendly investment services. These results indicate that a positive cultural climate not only strengthens internal cooperation but also serves as symbolic capital in building a credible public service image.

The Influence of Work Motivation on Organizational Commitment

Work motivation also showed a significant positive effect on organizational commitment (t = 3.109; p = 0.012). Employees who feel motivated tend to be more emotionally involved in their work, loyal to the organization, and demonstrate a high level of responsibility. This is in line with Meyer & Allen's (1997) view that strong motivation will form high affective and normative commitment, which is an important foundation for organizational stability and sustainability.

The Influence of Organizational Culture on Organizational Commitment

Organizational culture has a significant influence on organizational commitment (t = 3.223; p = 0.000). A work culture that encourages collaboration, transparency, and a public service orientation will increase employees' emotional attachment to the

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organization. Employees who perceive that the organization's values align with their personal values will be more motivated to stay and contribute optimally to the organization.

The Influence of Organizational Commitment on Investment Increase
Organizational commitment proved to be a significant determinant of increased investment ($t = 3.454$; $p = 0.002$). Highly committed employees delivered service beyond expectations, were proactive in responding to investor needs, and demonstrated speed and accuracy in completing tasks. These results reinforce the argument that successful investment growth relies heavily on the organization's internal capacity to ensure sustainable service quality.

Work Motivation has a positive influence on Increasing Investment through Organizational Commitment.
A mediation test showed that organizational commitment significantly mediated the effect of work motivation on increased investment ($t = 2.315$; $p = 0.013$). This means that work motivation not only directly impacts increased investment but also strengthens employee commitment, which in turn increases the effectiveness of investment services. Commitment serves as a psychological pathway that bridges individual intentions with organizational output.

Organizational Culture has a positive influence on Increasing Investment through Organizational Commitment.
Similarly, organizational commitment significantly mediated the effect of organizational culture on investment growth ($t = 2.392$; $p = 0.017$). This means that a strong organizational culture increases employee loyalty and sense of belonging to the institution, which ultimately strengthens investment service performance. In other words, a vibrant organizational culture fosters a strategic collective commitment to optimal investment services.

CONCLUSION

study concludes that work motivation and organizational culture play a significant role in increasing regional investment, both directly and indirectly through organizational commitment. Empirical results indicate that:

1. Work motivation has a positive and significant impact on increasing investment. Employees with high intrinsic and extrinsic motivation will provide better, more efficient public services, and be more responsive to investor needs.
2. Organizational culture has a positive and significant impact on increasing investment. A work environment supported by strong organizational values fosters collaborative, adaptive, and professional service behavior.
3. Work motivation has a positive effect on organizational commitment. Employees who are emotionally and instrumentally motivated demonstrate a high level of attachment to the institution and are willing to make optimal contributions.
4. Organizational culture has a positive influence on organizational commitment. A consistent, mission-oriented work culture fosters employee loyalty to the organization's goals and values.
5. Organizational commitment significantly influences investment growth. Highly committed employees provide quality public services, strengthen investor confidence, and expedite the licensing process.
6. Organizational commitment has been shown to be a significant mediating variable in the relationship between work motivation and increased investment. This indicates that work motivation not only drives outcomes directly but also through increased employee loyalty to the organization.
7. Organizational commitment also mediates the influence of organizational culture on investment growth. A positive work culture strengthens collective commitment, which in turn increases the effectiveness of investment services.

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