

# **The Role of Job Satisfaction in Mediating The Influence of Organizational Culture on Organizational Commitment at the Medan Plantation Seed and Protection Center Plantation Crops in Medan**

**Rini Hayati, Kiki Farida Ferine, Elfitra Desy Surya**

## **Abstract**

This study aims to analyze the role of job satisfaction in mediating the influence of organizational culture on organizational commitment at the Medan Plantation Seed and Protection Center (BBPPTP). A quantitative approach was used with a survey method. The study population consisted of all 135 civil servants (PNS) at BBPPTP Medan, all of whom were included in the sample. Data were collected through questionnaires and analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with the help of SmartPLS. The results showed that organizational culture had a positive and significant effect on organizational commitment and job satisfaction. Job satisfaction also had a positive and significant effect on organizational commitment. In addition, job satisfaction was found to significantly mediate the influence of organizational culture on organizational commitment. These findings indicate that a strong and conducive organizational culture can increase employee job satisfaction, which in turn strengthens organizational commitment. This study is expected to provide empirical contributions to the development of human resource management in the public sector, particularly in efforts to increase employee commitment through strengthening organizational culture and improving job satisfaction.

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

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## **Introduction**

Organizational commitment is a fundamental aspect in improving the effectiveness and sustainability of organizations, especially in government agencies that are required to provide professional and accountable public services. Employees with a high level of organizational commitment tend to show loyalty, work engagement, and a willingness to contribute optimally to achieving organizational goals (Alrowwad et al., 2020; Kusumawati & Sari, 2022). At the Medan Plantation Seed and Protection Center (BBPPTP), organizational commitment is a strategic factor given the complexity of technical and administrative tasks directly related to the resilience of the national plantation sector.

Organizational culture is one of the main determinants that influence the formation of organizational commitment. Organizational culture reflects the values, norms, and work practices shared by all members of the organization and serves as a guideline for behavior and decision-making (Robbins & Judge, 2020). Recent research shows that a strong, adaptive, and performance-oriented organizational culture can increase employee ownership and strengthen their emotional attachment to the organization (Suhartini et al., 2021; Putra & Dewi, 2023). Conversely, an unfavorable organizational culture has the potential to reduce employee motivation and commitment.

In addition to organizational culture, job satisfaction plays an important role in shaping organizational commitment. Job satisfaction is a pleasant or positive emotional state resulting from employees' assessments of various aspects of their work, such as rewards, work relationships, work environment, and leadership style (Luthans et al., 2021). Various empirical studies in the last five years have proven that employees who are satisfied with their work tend to have higher levels of organizational commitment because they feel valued and treated fairly by the organization (Raziq & Maulabakhsh, 2020; Sari & Nugroho, 2022).

Furthermore, job satisfaction acts as a mediating variable in the relationship between organizational culture and organizational commitment. A positive organizational culture can create a supportive work environment, increase employee comfort and job satisfaction, which ultimately has an impact on strengthening organizational commitment (Imran et al., 2021; Widodo & Damayanti, 2024). Thus, job satisfaction becomes an important mechanism that explains how organizational culture indirectly influences organizational commitment.

Based on this description, this study is important to analyze the role of job satisfaction in mediating the influence of organizational culture on organizational commitment at BBPPTP Medan. The results of this study are expected to provide empirical contributions to the development of human resource management in the public sector and serve as a basis for formulating strategic policies to increase employee commitment through strengthening organizational culture and improving job satisfaction.

## **Literature Review**

### **Organizational Commitment**

#### **Definition of Organizational Commitment**

Wibowo (2022) defines organizational commitment as a form of employee attachment demonstrated through a willingness to support organizational goals, remain part of the organization, and contribute optimally to their work.

#### **Factors Affecting Organizational Commitment**

Wibowo (2021) states that organizational commitment is influenced by three main groups of factors, namely:

- 1) Individual Factors

Individual factors relate to characteristics inherent in employees. According to Wibowo, these factors greatly determine the strength of employees' emotional, rational, and moral ties to the organization.

- 2) Organizational Factors

These are the most dominant factors according to Wibowo because commitment arises from how the organization treats its employees.

3) Job-Related Factors

According to Wibowo, good job characteristics can increase employees' sense of responsibility towards the organization.

**Indicators of Organizational Commitment**

According to Wibowo (2022) in his book Performance Management, organizational commitment can be seen from the following key indicators:

1) Employee Engagement

Employees demonstrate active involvement in their work and organizational activities and have a sense of ownership of their tasks and responsibilities.

2) Willingness to Work Hard for the Organization

Employees are willing to go the extra mile, work hard, and show high dedication to achieving organizational goals.

3) Desire to Stay

Employees have a strong desire to maintain their membership in the organization and do not intend to move elsewhere.

4) Pride in the Organization

Employees feel proud to be part of the organization and positively associate their identity with the institution.

**Job Satisfaction**

**Definition of Job Satisfaction**

Atmaja (2022) defines job satisfaction as a pleasant emotional attitude and love for one's work. Thus, job satisfaction here focuses more on positive emotional attitudes and a love for one's work.

**Indicators of Job Satisfaction**

According to Atmaja (2022), the indicators of job satisfaction are as follows:

1) Wage/salary payment

The extent to which employees are satisfied with the amount of wages, salaries, and financial compensation they receive.

2) Work environment

The physical and non-physical conditions of the workplace that affect work comfort: for example, facilities, room conditions, atmosphere, social climate.

3) Work group / coworkers

Relationships between coworkers, cooperation, social support in the work environment, togetherness, and interaction within work groups.

4) Supervision/superiors

Relationships with supervisors/managers, including guidance, direction, supervision, communication, and support from leadership.

**Organizational Culture**

**Understanding Organizational Culture**

According to the National Institute for Health and Care Excellence (2023), organizational culture is understood as a set of shared beliefs and expectations among members of an organization, which shape shared norms, values, and perspectives.

**Indicators of Organizational Culture**

According to the National Institute for Health and Care Excellence (2023), indicators of organizational culture are:

1) Organizational commitment

Top leadership prioritizes employee health and well-being as a strategic priority; links well-being to productivity; all managers are committed and serve as role models

2) Participation and trust

Workers feel accepted, trusted, and involved in two-way communication channels; line managers provide space for worker input.

- 3) Line managers' leadership style  
Line managers are open, approachable, encourage new ideas, take preventive action on welfare issues; this influences the culture.
- 4) Physical work environment and supportive procedures  
Policies and procedures that ensure workers have facilities, reasonable working hours, regular breaks, and a safe and well-maintained environment.

### Conceptual Framework

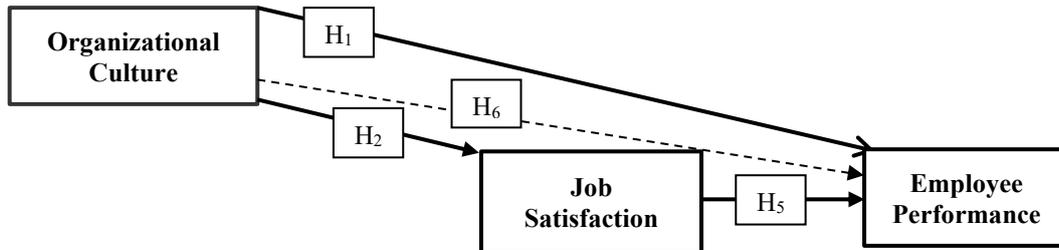


Figure 1. Conceptual Framework

### Research Hypothesis

- H<sub>1</sub> : Organizational culture has a positive and significant effect on organizational commitment at the Medan Plantation Seed and Plant Protection Center .
- H<sub>2</sub> : Organizational culture has a positive and significant effect on job satisfaction at the Medan Plantation Seed and Plant Protection Center.
- H<sub>3</sub> : Job satisfaction has a positive and significant effect on organizational commitment at the Medan Plantation Crop Seed and Protection Center.
- H<sub>4</sub>: Organizational culture has a positive and significant effect on organizational commitment through job satisfaction at the Medan Plantation Seed and Plant Protection Center.

### Research Methodology

#### Type of Research

The type of research used by the researcher is quantitative research. According to Sugiyono (2022), quantitative research can be defined as a method based on positivism philosophy, used to study a specific population or sample, with sampling techniques generally conducted randomly, data collection using research instruments, and quantitative/statistical data analysis with the aim of testing predetermined hypotheses. This type of quantitative research was conducted to create a study aimed at adjusting a study and analyzing organizational culture and career development on organizational commitment with job satisfaction as a mediating variable at the Medan Plantation Seed and Plant Protection Center.

#### Research Location and Time

The research location was at the Medan Plantation Seed and Protection Center, located at Jalan Asrama No. 124 Sei Sikambing Medan, North Sumatra. The research was conducted over a period of 3 months, from October to December 2025.

#### Population and Sample

According to Arikunto (2019), if the research population is not too large, it is best to use the entire population as the sample. The population in this study consists of all employees with civil servant status at the Medan Plantation Seed and Plant Protection Center, totaling 135 people. Another reason for the researcher to use the entire population as the sample is the distribution of questionnaires using Google Forms, which makes it possible to use the entire population as the sample due to the absence of limitations in terms of time, cost, and manpower.

**Research Data Sources**

The data source used in this study is primary data.

**Results**

**Outer Model Analysis**

Outer Model Analysis using the PLS Algorithm yielded the following results:

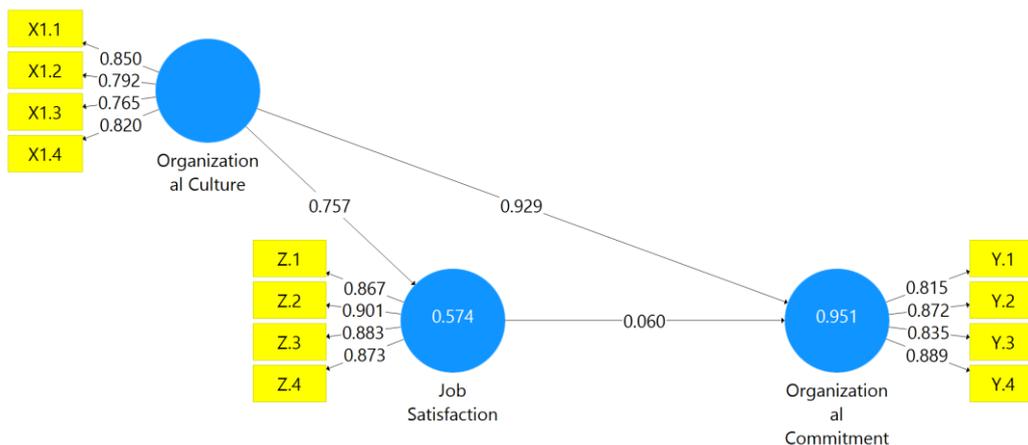
**Validity Test**

**Table 1.** Outer Loadings Values

	Job Satisfaction	Organizational Commitment	Organizational Culture
X1.1			0.850
X1.2			0.792
X1.3			0.765
X1.4			0.820
Y.1		0.815	
Y.2		0.872	
Y.3		0.835	
Y.4		0.889	
Z.1	0.867		
Z.2	0.901		
Z.3	0.883		
Z.4	0.873		

Source: Smart PLS Output, 2025

Based on the values in Table 1 above, which show the results of outer model testing through loading factor/outer loadings values, all indicators in each variable have a loading value  $\geq 0.70$ . This indicates that each indicator is measured validly and strongly. Therefore, it can be concluded that all items in the questionnaire have met the validity criteria, as shown in the following figure.



**Figure 2.** Outer Loading

**Reliability Test**

**Table 2.** Construct Reliability and Validity Test

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Job Satisfaction	0.904	0.905	0.933	0.776

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Organizational Commitment	0.875	0.877	0.914	0.728
Organizational Culture	0.822	0.825	0.882	0.652

Source: Smart PLS Output, 2025

From Table 2 above, the reliability test results show that the Cronbach's Alpha and Composite Reliability values for all constructs are above 0.70. This indicates that all indicators have high internal consistency and are reliable in measuring their respective constructs. Thus, the research instrument is declared reliable and suitable for use in structural model testing.

**Coefficient of Determination (R<sup>2</sup>)**

In assessing the model with PLS, we begin by looking at the R-square for each dependent latent variable. The table below shows the Rsquare estimation results using SmartPLS.

**Table 3. R Square Results**

	R Square	Adjusted R Square
Job Satisfaction	0.574	0.570
Organizational Commitment	0.951	0.950

Source: Smart PLS, 2025

Table 3 shows the R square values for both dependent variables. For the job satisfaction variable, the R square value is 0.574, meaning that the influence of organizational culture is 0.574 or 57.4%, with the remainder attributable to other variables outside the model. The R-square value for employee performance is 0.951, meaning that organizational culture and job satisfaction account for 0.951 or 95.1%, with the remainder attributable to other variables outside the model.

**Structural Model Testing (Inner Model)**

**Hypothesis Testing**

**Direct Influence Between Variables**

The direct effect between variables can be seen in the path coefficients. The data analysis results show the direct effect values in the following table.

**Table 4. Path Coefficients (Direct Effects)**

	Original Sample	T Statistics	P Values	Conclusion
Organizational Culture -> Organizational Commitment	0.929	41.272	0.000	Accepted
Organizational Culture -> Job Satisfaction	0.757	17,877	0.000	Accepted
Job Satisfaction -> Organizational Commitment	0.060	2.25	0.025	Accepted

Source: Smart PLS Output, 2025

The results in Table 4 show the following direct influence values:

1. Organizational culture has a positive and significant effect on organizational commitment with a t-statistic value of 41.272 above 1.96 and a significance of 0.000 below 0.05, meaning that organizational culture has a real effect on organizational commitment because the significance value is below 0.05 . The results of this study are in line with previous research findings, namely that organizational culture has a positive and significant effect on organizational commitment (Sebayang & Ferine, 2023).
2. Organizational culture has a positive and significant effect on job satisfaction with a t-statistic value of 17.877 above 1.96 and a significance of 0.000 below 0.05, meaning that

organizational culture has a significant effect on job satisfaction because the significance value is below 0.05. The results of this study are in line with previous studies, namely that organizational culture has a positive and significant effect on job satisfaction (Ferine & Rahayu, 2025).

3. Job satisfaction has a positive and significant effect on organizational commitment with a t-statistic value of 2.250 above 1.96 and a significance of 0.000 below 0.05, meaning that job satisfaction has a real effect on organizational commitment because the significance value is below 0.05. The results of this study are consistent with previous studies, namely that job satisfaction has a positive and significant effect on organizational commitment (Kurniadi & Ferine, 2024; Siswara & Mesra, 2023).

**Indirect Influence Between Variables**

The indirect effect between variables can be seen in the specific indirect effects values. The data analysis results show the indirect effect values in Table 5 below.

**Table 5.** Specific Indirect Effects

	Original Sample	T Statistics	P Values	Conclusion
Organizational Culture -> Job Satisfaction -> Organizational Commitment	0.045	2.198	0.028	Accepted

Source: Smart PLS, 2025

Table 5 shows the indirect effect between variables, namely: organizational culture has a positive and significant effect on organizational commitment through job satisfaction with a t-statistic value of 2.231 above 1.96 and a significance value of 0.026 below 0.05, meaning that job satisfaction acts as an intervening variable between organizational culture and organizational commitment.

**Conclusion**

1. Organizational culture has a positive and significant effect on organizational commitment at the Medan Plantation Seed and Plant Protection Center.
2. Organizational culture has a positive and significant effect on job satisfaction at the Medan Plantation Seed and Protection Center.
3. Job satisfaction has a positive and significant effect on organizational commitment at the Medan Plantation Seed and Protection Center.
4. Organizational culture has a positive and significant effect on organizational commitment through job satisfaction at the Medan Plantation Seed and Protection Center.

**Recommendations**

1. Employee performance with the lowest score was "I am actively involved in the activities and implementation of tasks in this organization." Therefore, the recommendation is that the leadership of the Medan Plantation Seed and Protection Center (BBPPTP Medan) needs to increase employee involvement through clear role distribution, delegation of responsibilities, and direct involvement in decision-making so that participation and a sense of belonging to the organization become stronger.
2. Job satisfaction with the lowest value statement is "I am satisfied with the salary or wages I receive in accordance with my job." The Medan Plantation Seed and Protection Center is advised to periodically evaluate and adjust the salary or wage system based on workload, responsibilities, and performance in order to increase employee job satisfaction.
3. Organizational culture with the lowest score: "The leadership style of line managers supports the creation of a positive work atmosphere." The Medan Plantation Seed and Plant Protection Center should encourage middle management to adopt a supportive and communicative leadership style to create a positive, conducive work atmosphere that encourages employee performance.

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