



The Influence of Organizational Culture and Work Environment on Organizational Commitment with Job Satisfaction as a Mediation

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ABSTRACT

Study This aim for know influence Organizational Culture and Work Environment to Organizational Commitment with Job Satisfaction employee as mediation at PT. Dwimitra Ekatama Mandiri , Jakarta . Type study This is quantitative . Amount sample in study This as many as 230 respondents. Deep data analysis techniques study This use descriptive statistical analysis and structural equation modeling (SEM). Research result showing that; 1. Organizational Culture (X1) is influential positive and significant to Organizational Commitment (Y), 2. Work Environment (X2) has an effect positive and significant to Organizational Commitment (Y), 3. Organizational Culture (X1) is influential positive and significant to Job Satisfaction (Z), 4. Work Environment (X2) has an effect positive and significant to Job Satisfaction (Z), 5. Job Satisfaction influential positive and significant to Organizational Commitment (Y), 6. Organizational Culture (X1) is influential positive and significant to Organizational Commitment (Y) is mediated by Job Satisfaction (Z), 7. Work Environment (X2) has an effect positive and significant to Organizational Commitment (Y) is mediated by Job Satisfaction. As for for recommendation namely, researchers furthermore can expand size sample, expansion scope time questionnaire data collection as well as expand amount variable study.

INTRODUCTION

Source Power man is factor main from success something company, then from That company must spur motivation employee For push maximum performance, giving motivation must be given to employee (Prasetyo, 2022). Source Power man have big role in something organization especially in reach objective organization. In in fact success something Organizations are also very dependent from source the power you have in organization (Leuhery & Warbal, 2018). This matter make a number of company notice source Power man as one of the asset company. Besides that, it is also believed that maintain existing employees There is more save cost than look for employee new. Therefore that's a problem about source Power Man must resolved with carefully by the company. One of interesting HR issues attention in three year final is turnover.

Increased turnover rate for 3 years final the more strengthen findings this. In period the company experience enhancement level rotation employees who leave company. Combination between survey data and increasing turnover trends give indication strong that Organizational Commitment at PT. Dwimitra Ekatama Independent need attention special for prevent potency impact more negative big in the future. Effort repair in Organizational Culture and management connection with employee can become step strategic for increase Organizational Commitment and reducing turnover rate.

LITERATURE REVIEW

Organizational Commitment

According to Sitio, (2022) Organizational Commitment is attitude respectful employees tall will values, goals, and objectives organization. Whereas according to Kaswan, (2017) Organizational Commitment is attitude willing employees For endure to something organization and readiness For reach objective organization the until time will come. Then, according to Rheznadhiya dan Suryani (2023), Organizational Commitment is willingness employee For become member from organization and seriousness they For reach objective organization. Following a number of dimensions Organizational Commitment proposed by Al-refaei et al., (2023) that is as following.

1. Affective with indicator among others:
 - a. Feeling like
 - b. Loyalty Emotional
 - c. Connection Emotional with the Company
2. Continuance with indicator among others:
 - a. Guilty feeling Leaving the Company

Organizational Culture

According to Fahmi, (2021) Organizational Culture is implementation principle is carried out in a way consistent by the organization implemented by all member For reduce problems that occur in organization Good internally and externally. As for, According to Edison et al., (2018) Organizational Culture is assessed habits become A truth by all member organization and made as reference together. Meanwhile, according to Hasanah et al., (2023), Organizational Culture is a system that is implemented all over member

organization and becoming characteristic typical organization. Following a number of dimensions Organizational Culture put forward by Lam et al., (2021) that is as following.

1. Culture initiative and collaboration
 - a. Member satisfied with level collaboration.
 - b. There is ability For each organizational unit For collaborate.
2. Mutual feeling believe
 - a. The company has confidence lead come back in every ability member.
 - b. The company has confidence lead come back in ability member for objective organization.
3. Learning
 - a. The company provides various training and development programs.
 - b. The company is pushing member For present in symposiums, seminars, etc.

Work Environment

According to Sedarmayanti, (2017) Work Environment is all over existing facilities and systems in place Work Good as individual nor team. As for according to Afandi, (2018), Work Environment is facility possible work and situations influence performance member like equipment adequate work , a clean environment and a productive work system. Whereas according to Narwathi et al. (2023), Work Environment is the situation that exists in place Work Good physique or non- physical that can be done influence performance employee in Work . Following a number of dimensions Work Environment put forward by Jung et al., (2020) that is as following.

1. Request Work
 - a. Time Pressure
 - b. Policy Rest
2. Control Work
 - a. Creativity in Work
 - b. Control To Timetable
3. Support Work
 - a. Supervisor Support
 - b. Support Colleague Work
4. Rewards
 - a. Uncertainty Work
 - b. Recognition and rewards
5. Justice Organization
 - a. Fair policy
 - b. Cooperation team
 - c. Communication open between team

Job Satisfaction

According to Robbins (2019), Job Satisfaction is attitude a worker on what has they believe and accept from results work they for organization. As for according to Rahmah Fitriya & Kustini (2023), Job Satisfaction is feeling

from employees who have finish his job through interaction between employee to Work Environment . Meanwhile, according to Robbins Fauziek & Yanuar (2021) Job Satisfaction is perception employee based on its characteristics to results nature work positive . Following a number of dimensions Job Satisfaction put forward by Al-refaei et al., (2023) that is as following.

1. Social
 - a. Friendliness Colleague Work
2. Extrinsic
 - a. Opportunity achievement
 - b. Job Satisfaction
3. Intrinsic
 - a. Participation in taking decision
 - b. Security Work
 - c. Development Skills
 - d. Freedom in Work

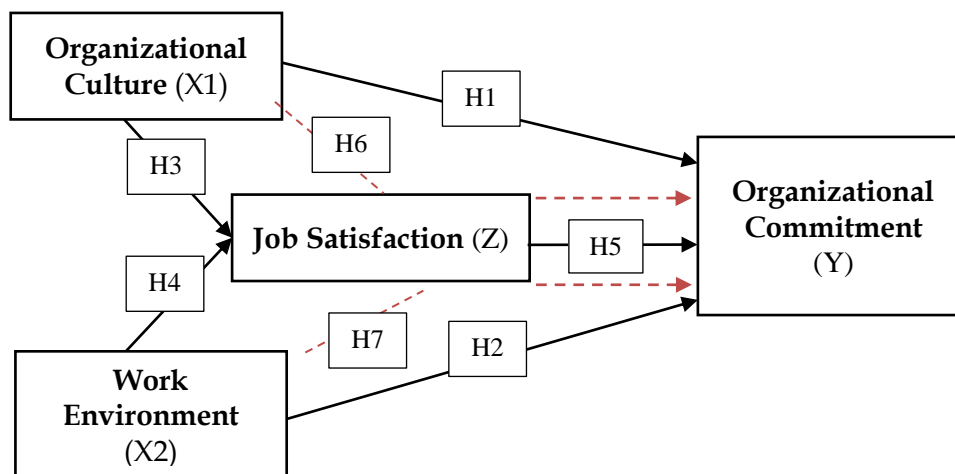


Figure 1. Conceptual framework

Hypothesis

Organizational Culture seen as values that members understand and teach to member new. This matter in accordance with function Organizational Culture as held value firm with commitment tall in a way collective for all over made members as identity organization. Ha here show If Organizational Culture influential to Organizational Commitment (I. Putra, 2018).

This matter in accordance with study previously by Heriyanti & Zayanti, (2020), Noviyanti & Sundari, (2021), Triyanto & Jaenab, (2020), Meutia & Husada, (2019) dan Litra Diantara, (2022) who found that Organizational Culture influential to Organizational Commitment . This matter show If the more Good Organizational Culture will influence Organizational Commitment.

H1 : Organizational Culture Influential to Organizational Commitment

Environment good job and have standard will grow Organizational Commitment. Because basically Work Environment is the situation that exists in place Work Good physique or non- physical that can be done influence commitment member in Work (Nurkardina, 2020).

This matter in accordance with study previously by Surito et al., (2020), (Fitria & Chalil, 2023) and (Wiranto et al., 2023) who found that Work Environment influential to Organizational Commitment . This matter show If the more Good Work Environment will influence Organizational Commitment.

H2 : Work Environment Influential to Organizational Commitment

Strong or low Organizational Culture determine level Job Satisfaction employee. This matter naturally based on several factor that is work that provides opportunity for maximizing ability they as well as bait come back on what has done. Factor furthermore that is What is the working system in the organization is Good from facet comfort in a way individual nor a team of course related with procedure operational standard (Tumbelaka et al., 2018).

This matter in accordance with study previously by Aliefiani et al., (2023), Prasetyo et al, (2020), Feri et al., (2020), and Hamsal, (2021) show that Organizational Culture can nature positive to Job Satisfaction employee. Culture supportive, inclusive, and collaborative tend increase Job Satisfaction. Engaged employees with values company and find harmony between culture company and values personal they will more happy and interested in work they.

H3 : Organizational Culture Influential to Job Satisfaction

Environment You can also work comfortably and safely increase Job Satisfaction, because employee feel valued and cared for by the organization place they Work. On the side others, Work Environment that doesn't conducive, like exists conflict between colleague work, lack of support from superior, or lack of chance for develop, tend lower level Job Satisfaction employee. Employee Possible feel No comfortable or No satisfied with work they If Work Environment no supports (Hasanudin & Budiharjo, 2021).

This matter in accordance with study previously by Yuliantini & Santoso, (2020), Wiranto et al., (2023) and Kharisma et al., (2019) which found that Work Environment influential to Job Satisfaction. This matter show If the more Good Work Environment will influence Job Satisfaction.

H4 : Work Environment Influential to Job Satisfaction

Job Satisfaction is perception employee on work that has been done done based on results have been achieved. The more tall commitments made For reach expected results so the more tall Job Satisfaction to be done felt. Job Satisfaction creates a sense of attachment strong emotional to organization, so employee feel that they own interest personal in success organization (Fitria & Chalil, 2023).

This matter as in research conducted by Heriyanti & Zayanti, (2020) which found that Work Environment influential to Organizational Commitment. This matter show If the more Good Job Satisfaction will influence Organizational Commitment.

H5 : Job Satisfaction Influential to Organizational Commitment

Organizational Culture show demonstrated innovations through high ability for behave proactive in innovate in implementation activity. Culture strong organization, which is reflected in values , norms , and beliefs together, you can increase Job Satisfaction employee (Rizky, 2022). When employee feel

connected with culture positive and supportive organization, they tend more satisfied with work them and more involved in activity organization. Job Satisfaction can role as an internal mediator connection between Organizational Culture and Organizational Commitment. That means culture positive organization can increase Job Satisfaction, that's next can increase level commitment employee to organization (Prasetiyo et al, 2020).

This matter as in research conducted by Heriyanti & Zayanti, (2020) which found that Organizational Culture influential to Organizational Commitment through Job Satisfaction. This matter show If Job Satisfaction capable mediate influence Organizational Culture to Organizational Commitment.

H6 : Organizational Culture Influential to Organizational Commitment mediated by Job Satisfaction

Work Environment that works positive tend increase Job Satisfaction. Employees who feel satisfied will environment their work feel it in Work tend committed and feeling bound with organization (Kusuma et al., 2023). Job Satisfaction capable mediate connection between Work Environment and Organizational Commitment. In meaning, Job Satisfaction increase influence Work Environment to Organizational Commitment (Irma & Yusuf, 2020).

This matter as in research conducted by Salim & Fadhila, (2023) which found that Work Environment influential to Organizational Commitment through Job Satisfaction. This matter show if Job Satisfaction capable mediate influence Work Environment to Organizational Commitment.

H7 : Work Environment Influential to Organizational Commitment mediated by Job Satisfaction

METHODOLOGY

Study This use method quantitative with analysis Structural Equation Modeling (SEM)-PLS. Amount respondents study determined with Hair formula with amount sample as many as 230 people. As for independent variable, namely Organizational Culture and Work Environment, variable dependent that is Organizational Commitment, and variables mediation Job Satisfaction. Study carried out at PT. Dwimitra Ekatama Mandiri, Jakarta city. The data collection techniques are observation, questionnaire questionnaires, and studies literature. Data analysis techniques using Structural Equation Modeling (SEM)-PLS with SmartPS 4.0 software with outer model analysis, inner model and hypothesis testing.

RESEARCH RESULTS

Outer Model

The outer model is a model that describes connection every block indicator with variable latent (Ghozali, 2018). Outer model in research This done with convergent validity, discriminant validity, and composite reliability. The results of the outer model test can be described as follows:

1. Convergent Validity

Convergent validity aims For see indicator reflective and correlation score indicator with score the construct (Ghozali, 2018). Convergent validity is

seen through loading factors. The standard loading factor values are: > 0.70. Loading factor can seen in the table below This:

Question Items	Organizational Culture (X1)	Work Environment (X2)	Organizational Commitment (Y)	Job Satisfaction (Z)
BO_1	0.710			
BO_2	0.826			
BO_3	0.712			
BO_4	0.858			
BO_5	0.895			
BO_6	0.740			
LK_1		0.594		
LK_2		0.431		
LK_3		0.380		
LK_4		0.380		
LK_5		0.349		
LK_6		0.376		
LK_7		0.373		
LK_8		0.326		
LK_9		0.323		
LK_10		0.243		
LK_11		0.458		
LK_12		0.426		
LK_13		0.769		
LK_14		0.779		
LK_15		0.755		
LK_16		0.724		
LK_17		0.788		
LK_18		0.720		
LK_19		0.767		
KO_1			0.600	
KO_2			0.629	
KO_3			0.862	
KO_4			0.822	
KO_5			0.826	
KO_6			0.869	
KO_7			0.870	
KO_8			0.841	
KO_9			0.845	
KK_1				0.715
KK_2				0.834
KK_3				0.793
KK_4				0.806
KK_5				0.858
KK_6				0.784
KK_7				0.798
KK_8				0.772
KK_9				0.774
KK_10				0.838
KK_11				0.701
KK_12				0.366

Table 1. Outer Loading as Convergent Validity Test Result 1

Source: SmartPS 4.0 analyzed at 2024

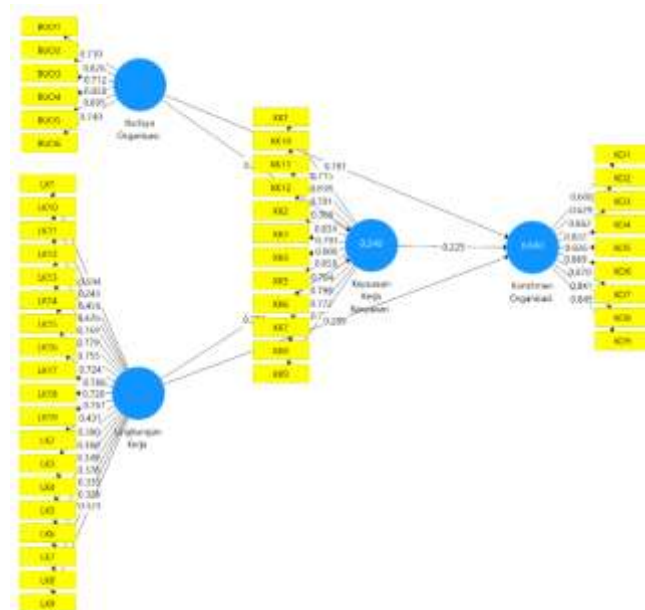


Figure 2. Graphical output of PS- Algoritim 1
 Source: SmartPS 4.0 analyzed at 2024

Results of convergent validity analysis through The outer loading factor value above shows that there is Question items that cannot meet the loading factor value include Work Environment (X2), Organizational Commitment (Y) and Job Satisfaction (Z). So the question item the will thrown away and will done testing convergent validity return. As for results testing indicator construct in subsequent testing after thrown away is as following:

Question Items	Organizational Culture (X1)	Work Environment (X2)	Organizational Commitment (Y)	Job Satisfaction (Z)
BO_1	0.713			
BO_2	0.824			
BO_3	0.707			
BO_4	0.857			
BO_5	0.896			
BO_6	0.742			
LK_13		0.809		
LK_14		0.793		
LK_15		0.768		
LK_16		0.812		
LK_17		0.859		
LK_18		0.820		
LK_19		0.830		
KO_3			0.845	
KO_4			0.825	
KO_5			0.825	
KO_6			0.885	
KO_7			0.891	
KO_8			0.854	
KO_9			0.865	
KK_1				0.720
KK_2				0.826
KK_3				0.820
KK_4				0.841

KK_5	0.877
KK_6	0.793
KK_7	0.819
KK_8	0.815
KK_9	0.807
KK_10	0.824

Table 2. Outer Loading as Convergent Validity Test Result 2
 Source: SmartPLS 4.0 analyzed at 2024

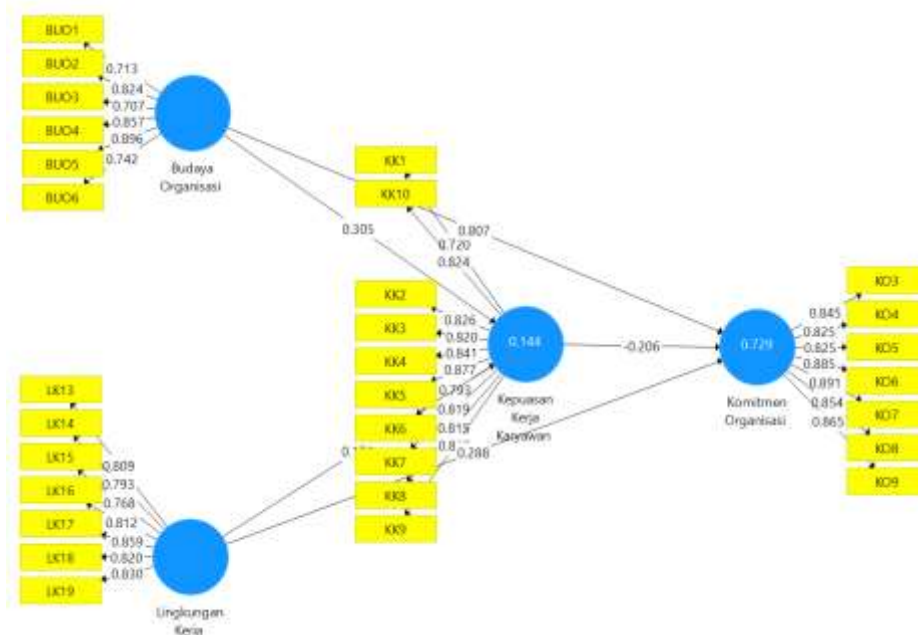


Figure 2. Graphical Output of PLS-Algorithm 2
 Source: SmartPS 4.0 analyzed at 2024

Results of convergent validity analysis through The outer loading factor value above shows that all question items already meet the loading factor value.

2. Discriminant Validity

Discriminant validity in research This assessed based on Fornell-Lacker criterion. In Smart-PLS Fornell-Lacker criterion is used as comparing sizes root AVE squared with connection variable latent. So from that, value root square from every the AVE construct must more big from mark the correlation with construct other. Fornell-Lacker criterion can be seen in the table below This:

Table 3. Fornell Lacker criterion as Discriminant Validity Test Result

	Organizational Culture	Job Satisfaction	Organizational Commitment	Work Environment
Organizational Culture	0.793			
Job Satisfaction	0.340	0.815		
Organizational Commitment	0.791	0.135	0.856	
Work Environment	0.201	0.235	0.402	0.813

Source: SmartPS 4.0 analyzed at 2024

3. Composite Reliability

Composite reliability aims for know reliability from something construct. Composite reliability. Composite reliability in research This done with using composite reliability and Cronbach's alpha with standard values > 0.70 can stated fulfil reliability (Ghozali, 2018).

Table 4. Composite Reability Validity Test Results

Variable	Cronbach's Alpha	rho_A	Reliability Composite
Organizational Culture (X1)	0.881	0.886	0.910
Work Environment (X2)	0.915	0.919	0.932
Organizational Commitment (Y)	0.939	0.940	0.950
Job Satisfaction (Z)	0.944	0.957	0.952

Source: SmartPS 4.0 analyzed at 2024

Inner Model

The inner model is the structural model used for predict connection causality between variable latent. Inner model aims for explained connection between variable latent based on substance theory (Hair et al., 2019; Russo & Stol, 2021). Inner model in research that is includes R-square test, F-square test, Q-square test. Inner model study this outlined as following.

1. R-Square

R-Square test aims for know level variation change independent variable against variable dependent. The standard R-Square value is divided become a number of category that is small of 0.02, moderate 0.15, and large 0.35 (Hair et al., 2019; Russo & Stol, 2021). The R-Square test results can be seen in the table under this.

Table 5. R-Square Test Results

Variable Study	R Square	R Square Adjusted
Organizational Commitment (Y)	0.144	0.137
Job Satisfaction (Z)	0.729	0.725

Source: SmartPS 4.0 analyzed at 2024

2. F-Square

F-Square is used to determine changes in R Square on endogenous constructs. Changes in the R Square value indicate the effect of exogenous constructs on endogenous constructs and their relationship with the substantive effect. The value of f square is a small category of 0.02, a medium category of 0.15 and a large category of 0.35. (Hair et al., 2019; Russo & Stol, 2021).

Table 6. F-Square Test Results

	Organizational Culture	Job Satisfaction	Organizational Commitment	Work Environment
Organizational Culture		0.104	2,086	
Job Satisfaction			0.134	
Organizational Commitment				
Work Environment		0.034	0.283	

Source: SmartPS 4.0 analyzed at 2024

3. Q-Square

Prediction relevance (Q Square): Q Square is done to determine the ability of a prediction using the blindfolding method. Stone-Geisser's is also called Q-square. Exogenous latent constructs are able to predict existing constructs well as explanatory variables, as indicated by this q square value being below 0. The small Q Square value is 0.02, medium is 0.15, and large is 0.35 (Hair et al., 2019; Russo & Stol, 2021).

$$Q^2 = 1 - (1 - R^{12})(1 - R^{22})$$

$$Q\text{-square} = 1 - (1 - 0.144)(1 - 0.729)$$

$$Q\text{-square} = 1 - (0.856)(0.271)$$

$$Q\text{-square} = 0.768$$

Path Coefficient Direct and Specific Indirect Effect

Path Coefficient is used for measure the power of direct effect between independent variable against dependent variable. The specific indirect effect depends on ability independent variables that influence independent variable through influencing mediating variables in a way indirect effect (Hair et al., 2019; Russo & Stol, 2021). The standard Path Coefficient values are divided become two category that is stated significant if P-values < 0.05, and not significant if P-values > 0.005.

Table 7. Path Coefficient Direct Effect

	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistics (O/STDEV)</i>	<i>P Values</i>
Organizational Culture (X1)→ Organizational Commitment (Y) Work Environment (X2)→ Organizational Commitment (Y)	0.807	0.808	0.040	20,106	0,000
Organizational Culture (X1)→ Job Satisfaction (Z) Work Environment (X2)→ Job Satisfaction (Z)	0.288	0.286	0.055	5,238	0,000
Organizational Culture (X1)→ Job Satisfaction (Z) Work Environment (X2)→ Job Satisfaction (Z)	0.305	0.305	0.066	4,637	0,000
Organizational Culture (X1)→ Organizational Commitment (Y)	0.174	0.181	0.084	2,071	0.039
Organizational Culture (X1)→ Organizational Commitment (Y)	-0.206	-0.201	0.052	3,991	0,000

Source: SmartPS 4.0 analyzed at 2024

Table 8. Path Coefficient Indirect Effect

	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistics (O/STDEV)</i>	<i>P Values</i>
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Organizational Culture (X1) → Organizational Commitment (Y) → Job Satisfaction (Z)	-0.063	-0.062	0.023	2,676	0.008
Work Environment (X2) → Organizational Commitment (Y) → Job Satisfaction (Z)	-0.036	-0.037	0.021	1,733	0.084

Source: SmartPS 4.0 analyzed at 2024

DISCUSSION

Influence Organizational Culture to Organizational Commitment

Based on the path coefficient on influence Organizational Culture (X1) against Organizational Commitment (Y) can seen t-statistic value 20.106 > T-table 1.98157 with P-values are 0.000 < 0.05. So, you can concluded hypothesis one (H1) is accepted, Organizational Culture (X1) Influential positive and significant to Organizational Commitment (Y).

Influence Work Environment to Organizational Commitment

Based on the path coefficient on influence Work Environment (X2) against Organizational Commitment (Y) can seen t-statistic value 21.124 > T-table 1.98157 with P-values are 0.000 < 0.05. So, you can concluded hypothesis two (H2) are accepted, Work Environment (X2) Influence positive and significant to Organizational Commitment (Y).

Influence Organizational Culture To Job Satisfaction

Based on the path coefficient on influence Organizational Culture (X1) against Job Satisfaction (Z) can seen t-statistic value 4.637 > T-table 1.98157 with P-values are 0.000 < 0.05. So, you can concluded hypothesis three (H3) are accepted, Organizational Culture (X1) Influential positive and significant to Job Satisfaction (Z).

Influence Work Environment to Job Satisfaction

Based on the path coefficient on influence Work Environment (X2) against Job Satisfaction (Z) can seen t-statistic value 2.071 > T-table 1.98157 with P-values are 0.039 < 0.05. So, you can concluded hypothesis four (H4) are accepted, viz Work Environment (X2) Influence positive and significant to Job Satisfaction (Z).

Influence Job Satisfaction to Organizational Commitment

Based on the path coefficient on influence Job Satisfaction (Z) against Organizational Commitment (Y) can seen t-statistic value 3.991 > T-table 1.98157 with P-values are 0.000 < 0.05. So, you can concluded hypothesis five (H5) is accepted, namely Job Satisfaction (Z) Influential positive and significant to Organizational Commitment (Y).

Influence Organizational Culture to Organizational Commitment mediated by Job Satisfaction

Based on the path coefficient on influence Organizational Culture (X1) against Organizational Commitment (Y) is mediated by Job Satisfaction (Z) can seen t-statistic value $21.124 > T$ - table 1.98157 with P-values are $0.000 < 0.05$. So, you can concluded hypothesis six (H6) are accepted, Organizational Culture (X1) Influential positive and significant to Organizational Commitment (Y) is mediated by Job Satisfaction (Z).

Influence Work Environment to Organizational Commitment mediated by Job Satisfaction

Based on the path coefficient on influence Work Environment (X2) against Organizational Commitment (Y) is mediated by Job Satisfaction (Z) can seen t-statistic value $1.733 < T$ - table 1.98157 with P-values are $0.084 > 0.05$. So, you can concluded hypothesis seven (H7) were rejected, Work Environment (X2) Influence negative and not significant to Organizational Commitment (Y) is mediated by Job Satisfaction (Z).

CONCLUSIONS AND RECOMMENDATIONS

Based results research and discussion so can taken conclusion namely 1. Organizational Culture (X1) is influential positive and significant to Organizational Commitment (Y), 2. Work Environment (X2) has an effect positive and significant to Organizational Commitment (Y), 3. Organizational Culture (X1) is influential positive and significant to Job Satisfaction (Z), 4. Work Environment (X2) has an effect positive and significant to Job Satisfaction (Z), 5. Job Satisfaction influential positive and significant to Organizational Commitment (Y), 6. Organizational Culture (X1) is influential positive and significant to Organizational Commitment (Y) is mediated by Job Satisfaction (Z), 7. Work Environment (X2) has an effect positive and significant to Organizational Commitment (Y) is mediated by Job Satisfaction.

Suggestions put forward by researchers against PT. Dwimitra Ekatama Mandiri, Jakarta City namely ; 1. It is recommended that research furthermore expand samples and covers more Lots company from various industry For increase generalisability results. Do research in various location geographic will also give more insight comprehensive about influence Organizational Culture and Work Environment to Organizational Commitments in various context. 2. Usage method collection of diverse data, such as interview in-depth, observation direct , and analysis document besides questionnaire, really recommended For get more picture comprehensive and overcome respondent bias.

ADVANCED RESEARCH

Study more carry on For test How Organizational Culture and Work Environment can strengthen or weaken impact Organizational Commitment through Job Satisfaction. Future research can research environment more agencies wide . Besides that , researcher furthermore Can do change variable

along time and development. Besides that, researcher you can do it next too use method taking more samples representative and expanding scope geographic order results study can more Good.

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