

The Influence of Organizational Culture, Work Environment and Job Stress on Job Satisfaction Through Organizational Commitment as an Intervening Variable on Employees

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Abstract: This study aims to analyze the influence of Organizational Culture, Work Environment, and Job Stress on Job Satisfaction through Organizational Commitment as an intervening variable. The data analysis method in this study uses quantitative analysis, specifically descriptive statistical analysis and inferential statistical analysis. The inferential analysis in this study employs PLS-SEM (Partial Least Square - Structural Equation Modeling) with the software SmartPLS 3. The results of the study indicate that Organizational Culture and Work Environment have a positive and significant influence on Job Satisfaction and Organizational Commitment. Meanwhile, Job Stress significantly has a negative impact on Job Satisfaction and Organizational Commitment. Organizational Commitment significantly has a positive influence on Job Satisfaction. Through Organizational Commitment, Organizational Culture significantly has a positive influence on Job Satisfaction. Through Organizational Commitment, the Work Environment positively and significantly affects Job Satisfaction. Through Organizational Commitment, Job Stress is not significant and has a negative influence on Job Satisfaction.

Keywords: Job Satisfaction, Job Stress, Organizational Commitment, Organizational Culture, Work Environment

A. Introduction

Human resource management can influence whether or not an organization's goals are achieved. The role of the organization is very necessary to form employee commitment. Organizational commitment can identify employee attitudes towards an organization. (Adinata & Turangan, 2023) say that organizational commitment is an attitude where employees or individuals identify themselves with the organization (Misini et al., 2023), and are loyal to the organization which is manifested in the dimensions of strong belief and acceptance of the organization's values and goals, willingness to devote their abilities. to achieve organizational goals and a strong desire to maintain membership in the organization. Good human resource management will lead to job satisfaction for each employee (Amalia &

Diana, 2022). Job satisfaction is an employee's assessment of various aspects related to their work (Kartika et al., 2024). This assessment is subjective (Hamzah et al., 2023), expressed in the form of feelings of pleasure or displeasure, satisfaction or dissatisfaction (Nugraha et al., 2023). When employees feel that their work meets the company's expectations and can meet employee needs, employees feel job satisfaction. Employee job satisfaction in an organization plays a very important role in creating optimal performance (Mustika et al., 2024). Organizations must always pay attention to factors that influence employee job satisfaction (Rusniati & Haq, 2023), such as organizational culture (Restutiani et al., 2023), a comfortable work environment (Hasanuddin & Hermina, 2024) and low levels of work stress (Amanda & Saputro, 2023). When someone feels satisfied with their work (Virgana & Kasyadi, 2020), they try to do their work as well as possible so that the employee's productivity and performance increases optimally (Fauzi et al., 2023).

Organizational culture refers to the shared values or norms and beliefs held by members of an organization (Chandra & Wijayati, 2024). A positive organizational culture can increase employee commitment to the organization (Sinto et al., 2023), while a negative culture can cause decreased job satisfaction and potentially reduce organizational commitment (Junaedi & Digdowiseiso, 2023). The work environment also often influences organizational commitment. The work environment includes various factors such as physical conditions (Hasanah & Efendi, 2024), team dynamics, organizational policies, and interactions between coworkers (Sugiono et al., 2021). A supportive work environment, including support from superiors and coworkers, can increase job satisfaction and organizational commitment (Yusnandar & Hasibuan, 2021). Job stress is a physical and psychological response to an imbalance between job demands and the resources available to cope. Work stress can be influenced by organizational culture and work environment. High stress can reduce employee commitment to the organization. Organizational commitment refers to the level of involvement and loyalty of employees towards the organization where they work. High organizational commitment is usually associated with good performance and better employee retention (Davis, 2023). A strong commitment to the organization will make employees have a professional attitude and uphold the values that have been established. Therefore, commitment is believed to mediate organizational culture, a comfortable work environment and stress levels in significantly influencing job satisfaction.

From this background, it can be assumed that organizational culture, work environment and work stress can influence the level of job satisfaction experienced by employees and also employee commitment to an organization. Organizational Commitment can then act as an intervening variable that mediates the relationship between organizational culture, work environment, work stress and job satisfaction. By understanding these dynamics, organizations can identify factors that influence employee job satisfaction and take steps to improve employee well-being and improve overall organizational performance. This research was conducted on

employees at the Student Sports Training Center which is under the Jakarta Regional Youth and Sports Service. To determine the level of employee satisfaction and commitment to the organization, the author examined the intensity of employee entry and exit in the dinar. The following is a picture showing the turnover intention of employees of the Employee Sports Training Center which is under the Jakarta Region Youth and Sports Service.

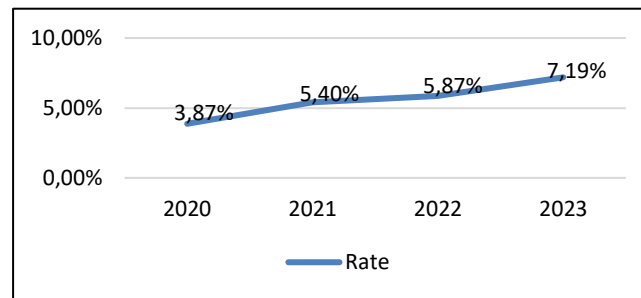


Figure 1. Turnover Intention of Employees

The author also conducted a pre-survey on employees of the Student Sports Training Center. This survey was conducted to find out whether the culture within the organization was able to increase job satisfaction and also increase their commitment to the organization. Apart from that, it is also to find out whether the condition of the work environment, both physical and non-physical, is adequate and able to provide comfort for employees and also to find out how much work stress conditions can affect commitment to the organization and also employee job satisfaction. This survey was conducted on 30 respondents. The survey results are outlined in the following table:

Table 1. Pre Survey

No.	Statement	Yes	No	Amount
1.	I feel satisfied being able to work in the directorate where I work now	26	4	30
2.	I am satisfied with the opportunity to obtain a promotion in the directorate where I work	23	7	30
3.	The organization supports me in improving my knowledge and skills	27	3	30
4.	I will continue to work here even if there are more attractive offers from other places	24	6	30
5.	I never thought about leaving my current job	25	5	30
6.	I always have a sense of responsibility to always actively participate in ensuring that work meets targets and standards.	27	3	30
7.	I always follow the dominant values that apply in the organization	27	3	30
8.	The employees at this directorate have carried out their work in accordance with good habits	25	5	30
9.	I always obey existing regulations.	25	5	30
10.	I feel comfortable with the environment where I currently work	24	6	30
11.	I feel that my working relationship with my superiors and colleagues is good	24	6	30
12.	The facilities and infrastructure to support my work are adequate.	27	3	30
13.	I experienced role conflict with my coworkers or my boss	27	3	30
14.	Responsibilities given by the company to me it's very burdensome so makes me depressed	24	6	30
15.	The workload is too much so hinders my performance	26	4	30

Source: Pre Survey Results (2024)

Based on the pre-survey results above, it can be seen that there are still some employees who do not have commitment within the organization and also do not have job satisfaction. There are several factors that might be the reason why the employee has not been able to commit to the organization (Dealisa & Widodo, 2024). In this research, a survey was conducted on certain variables, namely, organizational culture, work environment and job stress as well as organizational commitment and job satisfaction. Apart from the problems above, the author also found several differences in research results as shown in the following table:

Table 2. GAP Research

No.	Research Gap	Researcher	Research result
1.	The Influence of Organizational Culture on Job Satisfaction	(Kalsum et al., 2023)	Organizational culture has a positive and significant effect on job satisfaction. Organizational culture has a positive but not significant effect on job satisfaction
2.	The Influence of the Work Environment on Job Satisfaction	(Kusumadewi, 2020)	Work Environment has a significant effect on Job Satisfaction. Work Environment has a positive but not significant effect on Job Satisfaction.
3.	The Effect of Job Stress on Job Satisfaction	(Saputra, 2021)	Job Stress has a positive and significant effect on Job Satisfaction. Partially, the Job Stress variable does not have a positive and significant effect on Job Satisfaction

Source: Processed data (2024)

In the table above, there are differences in the results of research conducted by previous researchers. From previous research which shows that there are differences in research results or research gaps in variables that influence job satisfaction, the author developed a new empirical model with Organizational Commitment as an intervening variable in order to sharpen the research results on the influence of Organizational Culture, Work Environment and Job Stress on Satisfaction Work. The author used intervening research because several previous studies had inconsistent results between the variables Organizational Culture, Work Environment and Job Stress on Job Satisfaction. The difference between this research and previous research is that there is the addition of Organizational Commitment as an intervening variable between the influence of organizational culture and work environment on organizational commitment. Organizational Commitment as an intervening variable is a third party variable that modifies the relationship between the independent variable and the dependent variable, or it can also be a variable that can strengthen or weaken the relationship between the independent variable and the dependent variable. Based on the analysis of problems and differences in research results that have been carried out by several previous researchers, the researcher intends to carry out research again with the title "The Influence of Organizational Culture, Work Environment and Job Stress on Job Satisfaction through Organizational Commitment as an Intervening Variable in Employees".

The novelty of this study lies in the introduction of organizational commitment as an intervening variable in the relationship between organizational culture, work environment, and job stress on job satisfaction. Unlike previous studies that only analyzed the direct relationship between these variables, this study provides a new perspective by considering organizational commitment as a mediator that modifies and influences the strength of the relationship between the independent and dependent variables. This study emphasizes the importance of the role of organizational commitment as a third-party variable that can strengthen or weaken the relationship between organizational culture and work environment with job satisfaction. By integrating organizational commitment, this study can provide deeper insight into how employees are engaged in their organizations, and how this can affect their job satisfaction. This study also adopts a more holistic approach by considering the interaction between organizational and individual factors. By exploring not only the direct impact of organizational culture and work environment, but also how organizational commitment can mediate this relationship, this study provides a more comprehensive picture of the factors that influence job satisfaction. By understanding that organizational commitment can function as a mediator, managers can develop strategies to increase employee commitment, which in turn can increase job satisfaction. This paves the way for more effective organizational culture and work environment development initiatives.

B. Methods

The Research Model Framework in this manuscript is below.

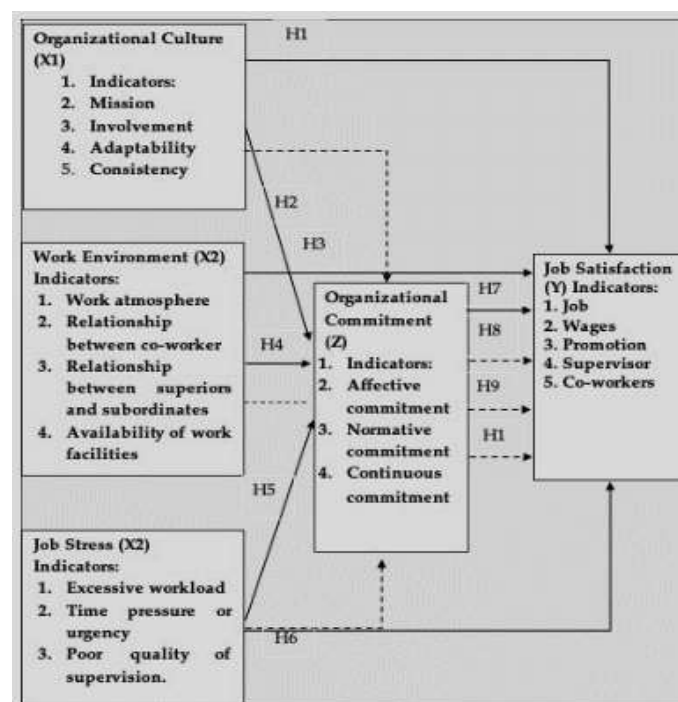


Figure 2. Research Model Framework

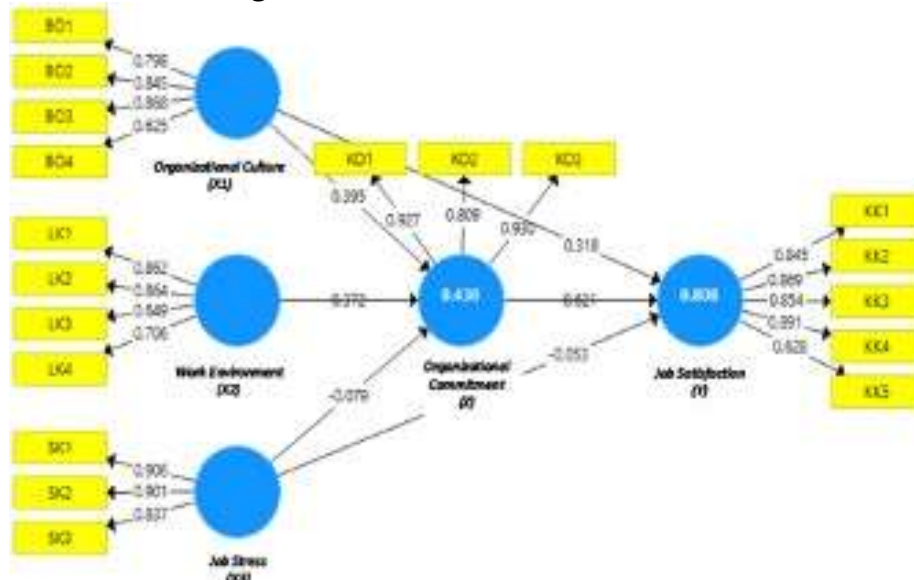
Hypothesis

- H1: Organizational culture has a positive and significant effect on job satisfaction.
- H2: Organizational culture has a positive and significant effect on organizational commitment
- H3: Work environment has a positive and significant effect on job satisfaction
- H4: Work environment has a positive and significant effect on organizational commitment
- H5: Job Stress has a negative and insignificant effect on Job Satisfaction.
- H6: Job Stress has a negative and significant effect on Organizational Commitment
- H7: Organizational Commitment has a positive and significant effect on Job Satisfaction
- H8: Organizational culture has a positive and significant effect on job satisfaction through organizational commitment
- H9: Work Environment has a positive and significant effect on Job Satisfaction through Organizational Commitment.
- H10: Job Stress has a positive and significant effect on Job Satisfaction through Organizational Commitment

According to (Darmawan, 2020) data collection techniques are quantitative data collection methods that produce measurable data, so that researchers can carry out the data validation process. The data collection techniques in this research are 1) Survey; 2) Documentation study; and 3) Literature study. In this study, the population was all employees at the Student Sports Training Center in Jakarta, both ASN and non-ASN, totaling 312 people. Based on Taro Yamane's formula calculations, the number of samples that can be used is 147 respondents. Because the sampling process in this research is random, each member of the population has the same opportunity to be selected as a member of the sample (Sugiyono, 2017). The data analysis method in this research uses quantitative analysis, namely descriptive statistical analysis and inferential statistical analysis which aims to determine the frequency and percentage of responses from people who were asked to answer questions in the questionnaire. The data that has been collected is then described or illustrated without intending to draw conclusions that apply to the general public. Apart from that, this research also uses inferential analysis, namely PLS-SEM (Partial Least Square - Structural Equation Modeling) with smartPLS 3 software. PLS-SEM is used to determine conclusions about a population in general based on sample results which show tendencies in something that occurs in the population and knowing the strength of influence between the independent variable and the dependent variable of an event.

C. Results and Discussion

Full SmartPLS Model Image



Source: SmartPLS Output (2024)

Figure 2. Full SmartPLS Model Image

Structural Model Test (Inner Model)

Multiple Linear Regression Analysis

Model 1

$$Y = b_1X_1 + b_2X_2 + b_3X_3 \quad (1)$$

$$\text{Job Satisfaction} = 0.563 X_1 + 0.333 X_2 - 0.102 X_3$$

The formula above can be explained as follows: (1) The coefficient value of X1 (b1) is 0.563 with a positive value. This means that for every increase in Organizational Culture by 1 time, Job Satisfaction will increase by 0.563 units. (2) The coefficient value of X2 (b2) is 0.333 with a positive value. This means that every increase in the total Work Environment by 1 will not affect the increase in Job Satisfaction by 0.333 units. (3) The coefficient value of X3 (b3) is - 0.102 with a positive value. This means that for every increase in Job Stress by 1 time, Job Satisfaction will decrease by 0.102 units.

Model 2

$$Z = b_1X_1 + b_2X_2 + b_3X_3 \quad (2)$$

$$\text{Organizational Commitment} = 0.395 X_1 + 0.372 X_2 - 0.079 X_3$$

The formula above can be explained as follows: (1) The coefficient value of X1 (b1) is 0.395 with a positive value. This means that for every increase in Organizational Culture by 1 time, Organizational Commitment will increase by 0.395. (2) The coefficient value of X2 (b2) is 0.372 with a positive value. This means that for every

increase in the total Work Environment by 1 time, Organizational Commitment will increase by 0.372. (3) The coefficient value of X3 (b3) is - 0.079 with a positive value. This means that for every 1 increase in Job Stress, Organizational Commitment will decrease by 0.079

R Square

Table 3. Coefficient of Determination R Square

	R Square	R Square Adjusted
Organizational Commitment (Z)	0,430	0,418
Job Satisfaction (Y)	0,808	0,802

Source: SmartPLS Output (2024)

Table 4, the coefficient of determination (R-Square) on the endogenous variable Job Satisfaction (Y) is 0.808 (strong), this shows that all independent variables simultaneously have an influence of 80.8% on Job Satisfaction (Y) (dependent/bound variable). Meanwhile, the remainder was influenced by other variables not tested in the research, namely 19.2%. And also the coefficient of determination (R-Square) on the Organizational Commitment (Z) variable is 0.430 (moderate), this shows that all independent/free variables simultaneously have an influence of 43% on Organizational Commitment (Z) (intervening variable). Meanwhile, the remainder was influenced by other variables not tested in this study, namely 69%.

Hypothesis Testing

Testing the Direct Effect Hypothesis

Table 4. Direct Effect Hypothesis Test Results

H	Total Effect	Path coefficient	T Statistics (O/STDEV)	P Values	Declaration
H1	Organizational Culture (X1) -> Job Satisfaction (Y)	0,563	7,939	0,000	Significant
H2	Organizational Culture (X1) -> Organizational Commitment (Z)	0,395	3,893	0,000	Significant
H3	Work Environment (X2) -> Job Satisfaction (Y)	0,333	3,940	0,000	Significant
H4	Work Environment (X2) -> Organizational Commitment (Z)	0,372	3,553	0,000	Significant
H5	Job Stress (X3) -> Job Satisfaction (Y)	-0,102	1,418	0,157	Not significant
H6	Job Stress (X3) -> Organizational Commitment (Z)	-0,079	0,988	0,323	Not significant
H7	Organizational Commitment (Z) -> Job Satisfaction (Y)	0,621	10,532	0,000	Significant

Source: SmartPLS Output (2024)

Organizational culture has a positive and significant effect on job satisfaction

The path coefficient value of Organizational Culture on Job Satisfaction is 0.563 (positive). One unit increase in Organizational Culture will increase Job Satisfaction by 56.3%. Apart from that, the results of hypothesis testing have a positive value of 0.563, a T-Statistics value of 7.939. This shows that this hypothesis has a significant influence because the T-Statistics value is > 1.96 with a P-value of $0.000 < 0.05$. With a path coefficient value of 0.563, this result shows that increasing organizational culture by one unit will increase job satisfaction by 56.3%. This means that the better the organizational culture implemented in the work environment, the level of employee job satisfaction also tends to increase significantly. A strong organizational culture usually includes values, norms, and work practices that support a productive, harmonious environment and provide a sense of togetherness for employees. Aspects such as effective communication, management support, and clarity of organizational goals can play an important role in increasing job satisfaction.

Organizational culture has a positive and significant effect on organizational commitment

The path coefficient value of Organizational Culture on Organizational Commitment is 0.395 (positive). One unit increase in Organizational Culture will increase Organizational Commitment by 39.5%. The results of this hypothesis testing have a T-Statistics value of 3.893. This shows that this hypothesis has a significant influence because the T-Statistics value is > 1.96 with a P-value of $0.000 < 0.05$. The line coefficient value of 0.395 indicates that each unit increase in organizational culture will increase organizational commitment by 39.5%. This shows that a strong organizational culture can directly increase employee commitment to the organization. Organizational commitment is the level of emotional continuity and employee desire to continue working and contributing to the organization. A good organizational culture which includes values such as openness, support, collaboration, and fairness can increase employee loyalty and continuity.

The work environment has a positive and significant effect on job satisfaction

The path coefficient value of the Work Environment on Job Satisfaction is 0.333 (positive). One unit increase in Work Environment will increase Job Satisfaction by 33.3%. Apart from that, the results of hypothesis testing have a T-Statistics value of 3.940. This shows that this hypothesis has a significant influence because the T-Statistics value is > 1.96 with a P-value of $0.000 < 0.05$. The path coefficient value of 0.333 indicates that an increase in units in the work environment will increase job satisfaction by 33.3%. This indicates that a better work environment significantly contributes to increasing employee job satisfaction. A good work environment includes physical aspects such as workplace comfort, access to adequate tools, and

cleanliness conditions, as well as non-physical factors such as social relationships, coworker support, communication, and a supportive company culture. A positive work environment makes employees feel comfortable and motivated to work, which ultimately increases their satisfaction with their jobs and roles in the organization. This is important because high job satisfaction is often associated with increased productivity, creativity, and employee loyalty.

Work Environment has a positive and significant effect on Organizational Commitment

The path coefficient value of Work Environment on Organizational Commitment is 0.372 (positive). One unit increase in Work Environment will increase Organizational Commitment by 37.2%. Apart from that, the results of testing the hypothesis have a T-Statistics value of 3.553, this shows that the hypothesis has a significant influence because the T-Statistics value is > 1.96 with a P-value of $0.000 < 0.05$. With a T-Statistic of 3.553 which is greater than the significance threshold of 1.96, and a P value of 0.000 which is far below 0.05, these results indicate that the relationship between work environment and organizational commitment is not only positive but also statistically significant. This means that the hypothesis that the work environment affects organizational commitment is accepted. This strengthens the conclusion that improving the quality of the work environment will have a direct and real impact on increasing organizational commitment. The results of this study confirm that the work environment plays an important role in building organizational commitment. With a line coefficient of 0.372 and a high level of significance, this indicates that improving the quality of the work environment can significantly increase employee commitment to the organization.

Job Stress has a negative and insignificant effect on Job Satisfaction

The path coefficient value of Job Stress on Job Satisfaction is -0.102 (negative). Apart from that, the results of hypothesis testing have a T-Statistics value of 1.418. This shows that the hypothesis does not have a significant influence because the T-Statistics value is < 1.96 with a P-value of $0.157 > 0.05$. The path coefficient value of -0.102 indicates that there is a negative influence of work stress on job satisfaction, where increasing work stress tends to decrease job satisfaction. Theoretically, this is in accordance with much of the literature that considers work stress as a factor that can decrease employee job satisfaction. When employees experience high stress, either due to excessive workload, time pressure, or interpersonal conflict, they tend to feel less satisfied with their jobs. Although there is a negative influence, this large influence is relatively small (only -10.2%) and is not statistically significant. This shows that in the context of this study, work stress is not the main factor that influences job satisfaction, although it may still be one of the elements that contribute indirectly.

Job Stress has a negative and significant effect on Organizational Commitment.

The path coefficient value of Job Stress on Organizational Commitment is -0.079 (negative). One unit increase in Job Stress will reduce Organizational Commitment by 7.9%. Apart from that, the results of hypothesis testing have a T-Statistics value of 0.988. This shows that this hypothesis has a significant influence because the T-Statistics value is < 1.96 with a P-value of $0.323 > 0.05$. The path coefficient value of -0.079 indicates that work stress has a negative effect on organizational commitment. This means that increasing work stress tends to reduce employee commitment to the organization. Contextually, this is in accordance with various studies showing that the higher the level of stress experienced by employees, the lower their loyalty and commitment to the organization. High work stress can cause employees to feel less attached to the organization, reduce morale, and may affect their level of desire to stay in the organization.

However, the negative effect is relatively small, which is only 7.9%, indicating that work stress is not a dominant factor in influencing employee organizational commitment in the context of this study. The insignificance of the effect of work stress on organizational commitment in this study indicates that other factors may be more influential in shaping employee commitment to the organization. Although work stress is important to manage, this finding suggests that employee organizational commitment may be more influenced by factors such as leadership, organizational culture, interpersonal relationships, or career development opportunities than work stress itself. However, organizations must remain aware of the potential impacts of work stress that were not measured in this study. Work stress that is not managed properly can have negative impacts in the long term, such as increasing employee turnover, decreasing productivity, and increasing job dissatisfaction, although the impact on organizational commitment was not significant in this study.

Organizational Commitment has a positive and significant effect on Job Satisfaction

The path coefficient value of Organizational Commitment on Job Satisfaction is 0.621 (positive). One unit increase in Organizational Commitment will increase Job Satisfaction by 62.1%. Apart from that, the results of hypothesis testing have a T-Statistics value of 10.532. This shows that this hypothesis has a significant influence because the T-Statistics value is > 1.96 with a P-value of $0.000 < 0.05$. The path coefficient value of 0.621 indicates that organizational commitment has a positive effect on job satisfaction. This means that the higher the employee's commitment to the organization, the greater the level of job satisfaction they feel. Statistically, every one-unit increase in organizational commitment will increase job satisfaction by 62.1%.

This finding is consistent with the literature stating that employees who have strong emotions, responsibilities, and loyalty to the organization are usually more satisfied with their jobs. Employees who feel connected to the values, goals, and vision of the organization tend to be more enthusiastic about working, feel appreciated, and have a higher level of work well-being. The T-Statistic value of 10.532, which is far above the threshold of 1.96, indicates that the effect of organizational commitment on job satisfaction is very statistically significant. In addition, the P value of 0.000 indicates that the possibility of error in accepting the hypothesis is very small, with a confidence level of more than 95% ($P < 0.05$). This significance strengthens the hypothesis that organizational commitment plays an important role in determining employee job satisfaction. The more engaged employees are with the organization, the greater the sense of belonging and satisfaction they naturally experience in their daily work.

Indirect Effect Hypothesis Testing

Table 5. Indirect Effect Hypothesis Test Results

H	Total Effect	Path coefficient	T Statistics (O/STDEV)	P Values	Declaration	The Role of Mediation
H8	Organizational Culture (X1) -> Organizational Commitment (Z) -> Job Satisfaction (Y)	0,245	3,800	0,000	Significant	Partial Mediation
H9	Work Environment (X2) -> Organizational Commitment (Z) -> Job Satisfaction (Y)	0,231	3,329	0,001	Significant	Partial Mediation
H10	Job Stress (X3) -> Organizational Commitment (Z) -> Job Satisfaction (Y)	-0,049	0,959	0,338	Not significant	No Mediation

Source: SmartPLS Output (2024)

Organizational culture has a positive and significant effect on job satisfaction through organizational commitment

The path coefficient value of Organizational Culture through Organizational Commitment to Job Satisfaction is 0.245 (positive). One unit increase in Organizational Culture will increase Job Satisfaction by 2.45%. Meanwhile, the results of hypothesis testing have a T-Statistics value of 3,800. This shows that this hypothesis has a significant influence because the T-Statistics value is > 1.96 with a P-value of $0.000 < 0.05$. The path coefficient of 0.245 indicates that organizational culture has a positive influence on job satisfaction through increasing organizational commitment. This means that when organizational culture is implemented well, it will increase employee commitment to the organization, which will ultimately have an impact on increasing employee job satisfaction by 24.5%. This influence is significant, as indicated by the T-Statistic value of 3.800, which is far above the threshold of 1.96, and the P value of 0.000 ($P < 0.05$).

The significance of this influence indicates that the organizational commitment mechanism plays an important role as a mediator in the relationship between organizational culture and job satisfaction. In other words, a positive organizational culture not only has a direct impact on job satisfaction, but also works through increasing employee commitment. Organizational commitment in this study acts as a mediator that connects organizational culture with job satisfaction. This means that a strong organizational culture, with clear values that are consistently implemented, increases loyalty and maintains employee emotions towards the organization, which then increases their job satisfaction. This mediator is important because employee commitment to the organization strengthens the positive effect of organizational culture on job satisfaction. Employees who are more engaged with the organization will be more satisfied with their jobs because they feel that the organization's values align with their personal expectations and needs.

The work environment has a positive and significant effect on job satisfaction through organizational commitment

The path coefficient value of the Work Environment on Job Satisfaction through Organizational Commitment is 0.231 (positive). This can be interpreted that through Organizational Commitment, the Work Environment can increase the Job Satisfaction value by 23.1%. Meanwhile, the results of hypothesis testing have a T-Statistics value of 3.329. This shows that this hypothesis has a significant influence because the T-Statistics value is > 1.96 with a P-value of $0.001 < 0.05$. The path coefficient value of 0.231 indicates that a positive work environment will indirectly affect job satisfaction through increased organizational commitment. This means that a good work environment, when accompanied by increased employee commitment to the organization, will increase their job satisfaction by 23.1%. The T-Statistic value of 3.329, which is greater than the threshold of 1.96, and the P value of 0.001 ($P < 0.05$), indicate that this effect is statistically significant.

The significance of this effect is that a conducive and supportive work environment can affect employee well-being in the workplace, especially when employees have a strong commitment to the organization. Thus, organizational commitment acts as a mediator that strengthens the relationship between the work environment and job satisfaction. The role of mediator of organizational commitment organizational commitment in this study plays an important role as a mediator that connects the work environment with job satisfaction. This means that the positive effect of the work environment on job satisfaction is not only felt directly, but also through increased employee commitment to the organization. A good work environment including aspects such as a supportive atmosphere, adequate facilities, harmonious employee relations, and job security will increase employee sense of togetherness and loyalty to the organization. When employees feel more committed to their organization, they tend to be more satisfied with their jobs.

Job Stress has a positive and significant effect on Job Satisfaction through Organizational Commitment

The path coefficient value of Job Stress on Job Satisfaction through Organizational Commitment is -0.049 (negative). One unit increase in Job Stress through Organizational Commitment will increase Job Satisfaction by 4.9%. Apart from that, the results of hypothesis testing have a T-Statistics value of 0.959. This shows that this hypothesis does not have a significant influence because the T-Statistics value is < 1.96 with a P-value of $0.338 > 0.05$. The negative path coefficient of -0.049 indicates that there is an inverse relationship between job stress and job satisfaction through organizational commitment. This means that when job stress increases, it can decrease employee commitment to the organization, which ultimately has a negative impact on their job satisfaction levels. Job stress can come from various sources, such as high workload, interpersonal conflict in the workplace, and unrealistic job demands.

This result suggests that job stress can create an unhealthy environment, where employees feel stressed and unable to fully commit to their tasks and responsibilities. This can lead to higher dissatisfaction at work. The T-Statistic value of 0.959 and the P-value of 0.338 indicate that the effect of job stress on job satisfaction through organizational commitment is not significant. This means that although there is a negative relationship, the effect is not strong enough to be considered statistically relevant. A T-Statistic smaller than 1.96 indicates that there is insufficient evidence to reject the null hypothesis, which states that job stress does not have a significant effect on job satisfaction when mediated by organizational commitment. In other words, job stress is not strong enough to influence organizational commitment which in turn can influence job satisfaction.

D. Conclusion

The results of this research can be concluded as follows (1) Organizational culture has a significant positive influence on job satisfaction. This means that the higher the organizational culture value, the more employees will get job satisfaction at the Jakarta Youth Sports Training Center. (2) Organizational Culture has a positive and significant influence on Organizational Commitment. Open and transparent communication between management and employees can increase trust and mutual respect. This can increase employees' organizational commitment because they feel that they are involved in decision making and that they are listened to. (3) The work environment has a significant positive influence on job satisfaction. This means that the better the work environment, the greater the job satisfaction of the Jakarta Youth Sports Training Center employees. (4) The work environment has a significantly positive influence on organizational commitment. This means that the better the work environment will create organizational commitment with a positive and supportive work culture. (5) Job Stress has a negative and insignificant effect on Job

Satisfaction. Environmental conditions, which means that the higher the value of work stress, the lower the level of job satisfaction. (6) Job Stress has a significant negative influence on Organizational Commitment. Thus, the higher the Job Stress value will reduce the organizational commitment of employees at the Jakarta Youth Sports Training Center. (7) Organizational Commitment has a significant positive influence on Job Satisfaction. Thus, high organizational commitment will increase job satisfaction. (8) Through organizational commitment, organizational culture has a significant positive influence on job satisfaction. The higher the Organizational Culture value will increase Job Satisfaction through good organizational commitment.

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