

THE ROLE OF WORK ENVIRONMENT AND ORGANIZATIONAL CULTURE ON ORGANIZATIONAL COMMITMENT WITH JOB SATISFACTION AS BETWEEN VARIABLES AT PT. MUJUR LESTARI

Robert Rico Marpaung¹, Nazaruddin², Isfenti Sadalia³

^{1,2} Faculty of Economics and Business, Universitas Sumatera Utara

³ Faculty of Vocational, Universitas Sumatera Utara

ARTICLE INFO

Keywords:

Work Environment,
Organizational Culture,
Job Satisfaction,
Organizational Commitment,
PT Mujur Lestari

E-mail:

rbtriko@yahoo.com

ABSTRACT

As a company engaged in the oil palm plantation sector located in South Labuhanbatu Regency, North Sumatra, PT Mujur Lestari seeks to maintain productive employees, where employees are an important asset for the company because this type of company is labor intensive whose productivity also depends on the availability of labor. . However, unfortunately the company's efforts are still not good in retaining employees, where the data shows the level of employee turnover from 2015 to 2019 fluctuated. This is what prompted the authors to conduct research on the role of the Work Environment and Organizational Culture in increasing Organizational Commitment through Job Satisfaction as an intermediate variable. The research methodology used is path analysis using 2 independent variables (work environment and organizational culture), 1 moderation variable (job satisfaction) and 1 dependent variable (organizational commitment) using Smart PLS ver 2.3.8. The population in this study were all employees registered at PT Mujur Lestari, totaling 412 people. While the sampling method using the Hair Method as many as 40 people. The results of the research using the outer model show that no trimming is found, where all construct variables have proper validity and reliability. While the inner model found that the work environment directly affects job satisfaction, organizational culture influences job satisfaction, job satisfaction affects organizational commitment, Work Environment has no effect on Organizational Commitment and Organizational Culture has an effect on Organizational Commitment. While indirectly found that the Work Environment and Organizational Culture affect Organizational Commitment through Job Satisfaction as an intermediate variable.

Copyright © 2022 Economic Journal. All rights reserved.

is Licensed under a [Creative Commons Attribution-NonCommercial 4.0 International License \(CC BY-NC 4.0\)](https://creativecommons.org/licenses/by-nc/4.0/)

1. INTRODUCTION

The development of human resources (HR) is currently one of the major issues in corporate sustainability. HR plays a central role in achieving company goals, competent HR is able to encourage good company performance, whereas incompetent HR will make it difficult for companies to achieve their goals. Various efforts have been made by the company to develop the quality of their human resources, from training to fulfilling their needs through a competitive compensation package. Job satisfaction according to Robbins, Timothy and Brewards (2018) is an employee's attitude towards his work, where an employee's assessment of his work is the complexity and accumulation of what he experiences, feels and may differ from one another. Although workers' attitudes toward their jobs may differ, but this is actually a challenge for companies to fulfill what is the basic need of employees, so that they feel comfortable at work. However, sometimes companies have difficulty meeting the basic needs of employees, either due to their internal conditions or due to the company's competitive value compared to other companies. Dissatisfied employees, besides decreasing productivity, are also prone to moving to other companies, this is as revealed by Wibowo (2016). or due to the company's competitive value compared to other companies. Dissatisfied employees, besides decreasing productivity, are also prone to moving to other companies, this is as revealed by Wibowo (2016). or due to the company's competitive value compared to other companies. Dissatisfied employees, besides decreasing productivity, are also prone to moving to other companies, this is as revealed by Wibowo (2016).

In fact, companies implement policies that are able to encourage job satisfaction in order to increase work performance, but implementation in the field, there are still many obstacles faced by companies in creating employee job satisfaction and of course this also affects employee performance. PT. Lucky Lestari. As a plantation company located in Torgamba Village, Labuhan Batu Selatan District, PT Mujur Lestari has been established since 2006. PT Mujur Lestari has received an Indonesian Sustainable Palm Oil (ISPO) certificate in 2019. This ISPO certificate shows that the company has carried out the principles plantation principles in accordance with Indonesian laws and regulations, including labor issues. So the problem of wages, other welfare has been fulfilled by the company, but in its implementation, employees still feel that what they expect is not in accordance with what they receive, resulting in dissatisfaction at work. The internal management of PT Mujur Lestari conducts an internal survey of Job Satisfaction as shown in Table 1 below:

Table 1. PT Mujur Lestari's 2019 Employee Satisfaction Resume

No	Measurement Dimensions	Very Dissatisfied	Satisfied	Not satisfied	Very Dissatisfied	Total
01	Attitude at Work	0.00%	3.33%	63.33%	33.33%	100%
02	Supervision / Relations with superiors (Supervision)	0.00%	0.00%	52.50%	47.50%	100%
03	Wealthness	0.00%	3.70%	77.78%	18.52%	100%
04	Partners	0.00%	0.00%	78.95%	21.05%	100%
05	Opportunity to Develop (Chance to Growth)	0.00%	0.00%	68.18%	31.82%	100%
06	Work Environment	0.00%	35.00%	40.00%	25.00%	100%

Source: PT Mujur Lestari HRD Data, 2020

Based on the data in Table 1 it can be seen that in general employees feel dissatisfied at PT Mujur Lestari, where all dimensions of Job Satisfaction are in the "Not Satisfied" category. Actually, this kind of phenomenon has been felt by the management of PT Mujur Lestari since 2017. This was stated by the HRD of PT Mujur Lestari. He stated that Field Supervisors (or known as Afdeling Assistants) often complained about employees about the condition of the company, in terms of compensation, because of salary increases which in recent years have been around 4% - 7% there has been no training or self-development programs for employees.

The impact of job satisfaction felt by PT Mujur Lestari is decreased organizational commitment. The study conducted by Akbar, Hamid and Djudi (2016) also states that job satisfaction acts as a predictor in fostering organizational commitment among employees. The employee turnover rate that occurs at PT Mujur Lestari can be seen in Table 2 below:

Table 2. Employee Turnover Rate

Year	Number of Employees December Last Year	Number of Employees End December	Percentage
2015	434 people	428 people	-1.40%
2016	428 people	431 people	0.70%
2017	431 people	419 people	-2.86%
2018	419 people	411 people	-1.95%
2019	411 people	402 people	-2.24%

Source: PT Mujur Lestari Internal Data, 2020

The calculation method is as follows:

$$\text{Persentase} = \frac{(\text{Jlh Karyawan Des. Akhir} - \text{Jlh Karyawan Des. Tahun Lalu})}{\text{Jlh Karyawan Des. Akhir}} \times 100\%$$

Based on the data in Table 2 it appears that almost every year there is a decrease in the number of employees. For plantation companies, maintaining an ideal number of employees is important. The author's pre-study interview with HRD stated that PT Mujur Lestari as a plantation company has an employee fulfillment ratio of 20% of the total plantation area. This ratio is the standard in the implementation of the plantation business to be able to fulfill harvest work. The area of PT Mujur Lestari is approximately 2,200 hectares, so the standard requirement for employees is 440 people, but as of December 2019 the number of new employees is 402 people or around 32 more people.

The HR Manager of PT Mujur Lestari further stated that the majority of the main reasons for employees were the work environment at PT Mujur Lestari. The company's location is in a remote area, about 4 to 5 hours from Rantau Prapat City, North Sumatra. This condition makes them uncomfortable (saturated) with the situation in the garden. The plantation area is far from the nearest city, making it difficult to reach several facilities, such as an internet connection, a bank or a supermarket. Conditions like this make employees feel bored, especially for those who previously came from big cities or from plantations located not far from the city.

A study conducted by Salahuddin (2013) found that a conducive work environment can increase organizational commitment. Conversely, employees who do not feel comfortable with their work environment tend to want to leave the company. Another factor that influences organizational commitment besides the work environment is organizational culture (Wibawa and Putra, 2018).

In the description above, in general, PT Mujur Lestari is experiencing problems with employee satisfaction, where the internal survey they conducted showed that employees were dissatisfied with the company's conditions. This impact on dissatisfaction causes a decrease in organizational commitment. The company's internal data shows that from 2015 to 2019 the employee turnover rate is quite high. The causes of this low organizational commitment include the work environment at PT Mujur Lestari which is not conducive, which is far from the city so that the facilities and infrastructure are still inadequate. This remote area makes employees feel bored or bored. Another factor is the lack of proper implementation of organizational culture at PT Mujur Lestari. The company has an organizational culture through DJALAL (Discipline, Honest, Trustworthy, Loyal, Reliable and Sustainable). However, this has not been properly implemented by employees.

2. METHODS

The design used in this study is correlational analysis, which is a type of research carried out with the aim of detecting the extent to which variations in a factor are related (correlated) to one or more other factors based on the correlation coefficient (Sinulingga, 2017). The selection and use of this design is related to the research objective, namely to explain the effect and test the hypothesis by analyzing various data in the field. In the context of this research is to obtain facts from the Work Environment and Organizational Culture on Organizational Commitment through Job Satisfaction at PT Mujur Lestari.

3. RESULT AND DISCUSSION

Test Measuring Instruments

This study uses 2 independent variables, 1 intermediate variable and 1 dependent variable. The overall measurement of variables through a questionnaire. Before the questionnaires were distributed to the respondents in this study, the questionnaires were tested for validity and reliability. Validity and reliability tests were carried out on 30 oil palm plantation employees with non-staff levels near PT Mujur Lestari's plantations. Following are the details and distribution of the respondents in the measuring instrument test:

Table 3. Distribution of Respondents for Testing Measuring Instruments

No	Company Origin	Amount
01	PT. HF	11 people
02	PT. ABM	12 people
03	PT. UM	07 people
	Total	30 people

a. Validity test

The results of the validity test for the "Work Environment Questionnaire" can be seen in Table 4 below :

Table 4. Work Environment Questionnaire Validity Test Results

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
VAR00001	24.1000	29,679	.678	.852
VAR00002	24,0000	29,724	.581	.863
VAR00003	23.9333	28,823	.690	.851
VAR00004	24.3667	28,930	.682	.852
VAR00005	24.1667	28,971	.820	.839
VAR00006	24.0333	31,206	.641	.857
VAR00007	24.2000	30028	.539	.869
VAR00008	24.1667	32,489	.456	.874

Based on the data in Table 4 above, the validity value is obtained from the "Corrected Item-Total Correlation" score where all score values are in the range 0.456 to 0.820 above 0.3 so it can be concluded that all items in the Work Environment Questionnaire are valid and appropriate for use in research this.

The following describes the results of the validity test for the Organizational Culture Questionnaire as in Table 5 below:

Table 5. Results of the Organizational Culture Questionnaire Validity Test

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
VAR00001	45.6000	107,697	.604	.933
VAR00002	45.6333	101,413	.730	.930
VAR00003	45.3667	106654	.705	.930
VAR00004	45.4667	105,844	.703	.930
VAR00005	45.5667	105,426	.834	.927
VAR00006	45.7000	107,114	.815	.928
VAR00007	45.6667	109,678	.477	.937
VAR00008	45.7667	106047	.574	.935
VAR00009	45.7667	107,082	.785	.929
VAR00010	45.6333	105,344	.694	.931
VAR00011	45.6333	105,206	.778	.928
VAR00012	45.5333	105,154	.817	.927
VAR00013	45.7333	102064	.741	.929
VAR00014	45.6667	109,264	.550	.935

Based on the data in Table 5 above, the validity value is obtained from the "Corrected Item-Total Correlation" score where all score values are in the range 0.477 to 0.834 above 0.3 so it can be concluded that all items in the Organizational Culture Questionnaire are valid and appropriate for use in research this.

The following describes the results of the validity test for the Job Satisfaction Questionnaire as in Table 6 below:

Table 6. Results of the Job Satisfaction Questionnaire Validity Test

Item-Total Statistics				
	Scale Mean if	Scale	Corrected	Cronbach's

	Item Deleted	Variance if Item Deleted	Item-Total Correlation	Alpha if Item Deleted
VAR00001	24.8333	33,040	.799	.885
VAR00002	24.6333	34,516	.746	.891
VAR00003	24.7333	33,030	.749	.889
VAR00004	24.7333	37,168	.366	.925
VAR00005	24.9667	34,999	.573	.905
VAR00006	24.9333	32,547	.761	.888
VAR00007	24.8000	32,097	.859	.879
VAR00008	24.9333	33,789	.830	.884

Based on the data in Table 6 above the validity value is obtained from the "Corrected Item-Total Correlation" score where all score values are in the range 0.366 to 0.859 above 0.3 so it can be concluded that all items in the Job Satisfaction Questionnaire are valid and feasible to be used in research this.

The following describes the results of the validity test for the Organizational Commitment Questionnaire as in Table 7 below:

Table 7. Results of the Organizational Commitment Questionnaire Validity Test
Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
VAR00001	17.4667	19,085	.644	.868
VAR00002	17.1667	21,385	.566	.877
VAR00003	17.2667	17,582	.806	.837
VAR00004	17.3667	20,792	.697	.859
VAR00005	17.6000	19,972	.714	.855
VAR00006	17.1333	19016	.721	.853

Based on the data in Table 7 above, the validity value is obtained from the "Corrected Item-Total Correlation" score where all score values are in the range 0.566 to 0.806 above 0.3 so it can be concluded that all items in the Organizational Commitment Questionnaire are valid and feasible to be used in research this.

b. Reliability Test

The results of the reliability test for the Work Environment Questionnaire can be seen in Table 8 below:

Table 8. Work Environment Questionnaire Reliability Test Results

Case Processing Summary			
		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	0.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.873	8

The data in table 8 above shows that the reliability results can be seen in the "Cronbach's Alpha" score which is 0.873 and above 0.7 so it can be concluded that the Work Environment Questionnaire is reliable and feasible to use in this study.

The results of the reliability test for the Organizational Culture Questionnaire can be seen in Table 9 below:

Table 9. Results of the Organizational Culture Questionnaire Reliability Test
 Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	0.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.935	14

Data in table 9 The above shows that the reliability results can be seen in the "Cronbach's Alpha" score, which is 0.935 and this is above 0.7 so it can be concluded that the Organizational Culture Questionnaire is reliable and feasible to use in this study.

The results of the reliability test for the Job Satisfaction Questionnaire can be seen in Table 10 below:

Table 10. Job Satisfaction Questionnaire Reliability Test Results

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	0.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.906	8

Data in table 10The above shows that the reliability results can be seen in the "Cronbach's Alpha" score which is 0.906 and this is above 0.7 so it can be concluded that the Job Satisfaction Questionnaire is reliable and feasible to use in this study.

The results of the reliability test for the Organizational Commitment Questionnaire can be seen in Table 11 below:

Table 11. Results of the Organizational Commitment Questionnaire Reliability Test
 Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	0.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.879	6

The data in table 11 above shows that the reliability results can be seen in the "Cronbach's Alpha" score, which is 0.879 and above 0.7 so it can be concluded that the Organizational Commitment Questionnaire is reliable and feasible to use in this study.

Outer Model

Before looking at the results of hypothesis testing, it is necessary to ensure that the measuring instrument has been tested for validity and reliability. In SmartPLS (v.3.2.8) validity and reliability testing is obtained through the outer model.

Validity is a measure that refers to the degree of correspondence between the data collected and the actual data in the data source (Sinulingga, 2018). An instrument is said to be valid if it is able to measure what it wants and can reveal data from the variables studied appropriately, while reliability indicates the extent to which the level of consistency of measurement from one respondent to another or in other words the extent to which questions can be understood so as not to cause different interpretations in understanding the question. In other words, reliability shows the extent to which a measurement result is relatively consistent if the measurement is repeated more than once.

a. validity

Validity testing is carried out through the outer loading test on the SmartPLS application (v 3.2.8) with the criteria for valid questionnaire items if the correlation coefficient is above or equal to 0.7. The results of the validity test found that out of the 36 items in the questionnaire, the range was from 0.718 to 0.964, so that all items were eligible to be included in the actual questionnaire because they had a validity value above 0.7. These results also indicate that trimming was not found in the study, so the results of the study are feasible to continue. The details can be seen in Table 12 below:

Table 12. Outer Loading Data on the Research Questionnaire

	Organizational culture	Job satisfaction	Organizational Commitment	Work environment
BO01	0.855			
BO02	0.831			
BO03	0.856			
BO04	0.868			
BO05	0.873			
BO06	0.909			
BO07	0.718			
KK01		0.918		
KK02		0.856		
KK03		0.964		
KK04		0.873		
KO01			0.916	
KO02			0.868	
KO03			0.933	
LK01				0.87
LK02				0.933
LK03				0.909
LK04				0.811

b. Reliability

The reliability test was carried out using the Alpha Cronbach technique. as in Table 13 below:

Table 13. Research Questionnaire Reliability Test Results

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Organizational culture	0.933	0.935	0.946	0.716
Job satisfaction	0.925	0.931	0.947	0.817
Organizational Commitment	0.891	0.899	0.932	0.821
Work environment	0.904	0.917	0.933	0.778

Source: Research Data Processing, 2020

Based on the data in Table 13, the Cronbach's Alpha coefficient moves from 0.899 to 0.935 where all variables have coefficients above 0.6 so it can be concluded that the measuring instrument is reliable to use.

Inner Model

The inner model is intended to see the results of research in accordance with the research hypothesis.

a. Hypothesis test

There are 2 (two) types of hypothesis proof in this research, namely direct proof and indirect proof. The direct proof of the hypothesis is shown in accordance with Table 14 below:

Table 14. Direct Influence

	Original Sample (O)	Sample Means (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational Culture -> Job Satisfaction	0.433	0.429	0.152	0.2858	0.004
Organizational Culture -> Organizational Commitment	0.302	0.308	0.129	2,346	0.019
Job Satisfaction -> Organizational Commitment	0.475	0.451	0.173	2,743	0.006
Work Environment -> Job Satisfaction	0.512	0.511	0.142	3,591	0.000
Work Environment -> Organizational Commitment	0.177	0.192	0.168	0.1054	0.293

Based on the data in table 14 above, the direct hypothesis is obtained as follows:

- The work environment directly has a positive and significant effect on job satisfaction at PT Mujur Lestari, this is indicated by a significance value of $0.000 < 0.050$ so that H1-1 is accepted.
- Organizational Culture has a direct positive and significant effect on Job Satisfaction at PT Mujur Lestari this is indicated by a significance value of $0.004 < 0.050$ so that H1-2 is accepted.
- Job satisfaction has a direct positive and significant effect on Organizational Commitment at PT Mujur Lestari, this is indicated by a significance value of $0.006 < 0.050$ so that H1-3 is accepted.
- Work Environment has no direct effect on Organizational Commitment at PT Mujur Lestari, this is indicated by a significance value of $0.293 > 0.050$ so H1-4 is rejected.
- Organizational Culture directly has a positive and significant effect on Organizational Commitment at PT Mujur Lestari, this is indicated by a significance value of $0.019 < 0.050$ so that H1-5 is accepted.

Meanwhile, to prove the hypothesis indirectly through the intermediate variable, it is known through Table 15 below:

Table 15. Indirect Influence

	Original Sample (O)	Sample Means (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational Culture -> Job Satisfaction -> Organizational Commitment	0.236	0.295	0.101	2,867	0.016
Work Environment -> Job Satisfaction -> Organizational Commitment	0.243	0.228	0.106	2,303	0.022

Based on the data in table 15 above, the indirect hypothesis is obtained as follows:

- a. Work Environment through Job Satisfaction as an intermediate variable has a positive and significant effect on Organizational Commitment at PT Mujur Lestari, this is indicated by a significance value of $0.022 < 0.050$ so that H1-6 is accepted
- b. Organizational Culture through Job Satisfaction as an intermediate variable has a positive and significant effect on Organizational Commitment at PT Mujur Lestari, this is indicated by a significance value of $0.016 < 0.050$ so that H1-7 is accepted.

b. Determination Test

The Determination Test (R²) measures the extent to which the independent latent variable contributes to the dependent latent variable. The closer to the value of 1.00, the greater the contribution of the independent latent variable to the dependent latent variable, and vice versa. The influences in detail are as follows:

- R² value of > 0.7 is categorized as "strong"
- The R² value of $0.67 - 0.7$ is categorized as "substantial"
- R² value of $0.33 - 0.66$ is categorized as "moderate"
- R² value of < 0.33 is categorized as "weak"

While the value of R² in this study is:

Table 16 Coefficient of Determination (R²)

	R Square	Adjusted R Square
Job satisfaction	0.853	0.845
Organizational Commitment	0.856	0.844

In Table 16 show :

- The value of the coefficient of determination for the latent variable Job Satisfaction is 0.853 or 85.3%. This means that the variables of Work Environment and Organizational Culture contribute 85.3% to the formation of Job Satisfaction at PT Mujur Lestari in this study, the remaining 14.7% is influenced by other factors not measured in this study.
- The coefficient of determination for the latent variable Organizational Commitment is 0.856 or 85.6%. This means that the variables of Work Environment, Organizational Culture and Job Satisfaction contribute 85.6% to Organizational Commitment at PT Mujur Lestari in this study, the remaining 14.4% is influenced by other factors not measured in this study.

Analysis and Discussion of Research Results

The results of this study directly found that the work environment influences the formation of job satisfaction at PT Mujur Lestari. The results of this study are in line with research conducted by Agbozo, et al (2017), Murtafia and Suryalena (2015), where the results of their research state that a conducive work environment contributes to employee job satisfaction. The results of this study are also consistent with the findings of the research object, where it was previously found that PT Mujur Lestari employees felt uncomfortable with the work environment they experienced, and it turned out that their feelings formed an attitude that was dissatisfied with the company.

The results of subsequent research found that Organizational Culture directly had a positive and significant influence on the formation of Job Satisfaction at PT Mujur Lestari. This research is in line with the results of research conducted by Wibawa and Putra (2018) where they found that organizational culture is a predictor of the formation of job satisfaction in a company. Facts at PT Mujur Lestari found that the company has not been maximal in forming an Organizational Culture in accordance with the corporate values that they have formed. Employees still think that the company is not serious in forming organizational culture, only reading it every morning. Employees need real action in the formation of organizational culture so that it can become the basis for their work.

This study found that Job Satisfaction has a direct positive and significant effect on Organizational Commitment. This is in line with research conducted by Mathur and Salunke (2013) which states that employees who are satisfied at work will lead to commitment to the organization where they are. The results of this study indicate that job satisfaction is able to answer organizational commitment at PT Mujur Lestari. Data until 2019 the employee turnover rate (turnover) at PT Mujur Lestari is quite high,

The Role Of Work Environment And Organizational Culture On Organizational Commitment With Job Satisfaction As Between Variables At PT.Mujur Lestari. Robert Rico Marpaung, et al

namely -2.24%, and this figure has often occurred in the last 5 (five) years, so that the company's input is to pay attention to job satisfaction for employees in order to reduce the level of employee turnover or Organizational Commitment.

The results of the study show that the work environment has no effect on organizational commitment. This is different from several other studies, one of which is the results of research conducted by Cheng and Kadir (2018) who found that the work environment is able to form organizational commitment. If you look at the facts at PT Mujur Lestari, as a plantation company whose location is in a remote area, access in and out is relatively difficult, facilities are also inadequate, such as the availability of telephone and data networks which are still limited. These experiences are generally normal for oil palm plantation companies, even conditions like this can still be accepted by employees compared to other plantation companies on the islands of Kalimantan or Sulawesi where the location and atmosphere are much more limited. good access, availability of telephone and data networks. In the end, even though employees feel that the work environment is not comfortable at PT Mujur Lestari, this does not form a desire not to commit to the company.

The results of the study show that Organizational Culture has a positive and significant effect on the formation of Organizational Commitment at PT Mujur Lestari. The results of this study are in line with the results of research conducted by Alvi, et al (2014) who found that a strong organizational culture forms a strong attitude of commitment to the organization. As was the case at PT Mujur Lestari before that employees still thought the company had not been optimal in forming organizational culture, and it turned out that this attitude was related to their sense of commitment to the company. It cannot be denied, that PT Mujur Lestari is in a location where many oil palm plantation companies are found – and they also need a qualified and skilled workforce. If the company does not put serious effort into forming a strong organizational culture,

Managerial Implications

Based on the results of the study indirectly found that the Work Environment and Organizational Culture influence the formation of Organizational Commitment through Job Satisfaction. This shows that the mediating variable (Job Satisfaction) plays a very important role in the formation of Organizational Commitment. The results of this study provide input to the management of PT Mujur Lestari that the formation of Organizational Commitment will be more easily achieved if the company pays attention to the Job Satisfaction factor.

The interventions that can be carried out by companies are by paying attention to a more conducive work environment and also forming an organizational culture based on company values (Discipline, Honest, Trustworthy, Loyal, Reliable and Sustainable) which is more intensive. Companies can improve a more comfortable working atmosphere, among others by:

1. Provision of complete facilities and infrastructure
PT Mujur Lestari currently has several facilities to support employee activities outside of work, such as sports fields, places of worship and cooperatives. However, there are still some important facilities for employees such as the provision of clean water and environmental sanitation.
2. Complete home facilities
PT Mujur Lestari is currently still constrained in fulfilling the ratio of employee housing needs to the total number of employees. The company is still able to provide around 35% of the minimum ratio of 75%. Provision of housing facilities is an important part, because in general employees are located far from the garden, while work hours for harvesters start at 06.30 WIB, of course this long distance causes employee delays. The provision of a house also creates comfort and tranquility at work.
3. Facilitate road access
The access road to the outside of the garden at this time can be said to be not good, if it's summer, then the dust will thicken, and if it's the rainy season, floods are lurking. In this condition, it should be the responsibility of the local government in building roads, but there are other contributions that companies can make, including temporary road paving. On the other hand, companies can encourage local governments to build good access roads.
4. Simplify phone and data access
This can be done by expanding the WiFi network provided by the company. On the other hand, companies can build mini towers that function to strengthen telephone and data networks.
5. Add educational facilities
Currently, PT Mujur Lestari already has a Kindergarten, Elementary and Middle School. This is good enough, but over time, companies need to look at additional educational suggestions such as courses.

The Role Of Work Environment And Organizational Culture On Organizational Commitment With Job Satisfaction As Between Variables At PT.Mujur Lestari. Robert Rico Marpaung, et al

This is important to improve the quality of students who are none other than employees' children. The company needs to organize a high school, so that employees' children are not far away if they have to continue their education. This can be done in collaboration with the relevant Education Office regarding procurement.

4. CONCLUSION

The conclusions in this study are in accordance with the formulation of the problems in this study are: That the work environment influences job satisfaction at PT Mujur Lestari. That Organizational Culture influences Job Satisfaction at PT Mujur Lestari. That Job Satisfaction affects Organizational Commitment at PT Mujur Lestari. That the work environment has no effect on organizational commitment at PT Mujur Lestari. That Organizational Culture influences Organizational Commitment at PT Mujur Lestari. That the Work Environment through Job Satisfaction as an intermediate variable influences Organizational Commitment at PT Mujur Lestari. That Organizational Culture through Job Satisfaction as an intermediate variable influences Organizational Commitment at PT Mujur Lestari.

REFERENCES

- [1] Agbozo, George Kafui, Isaac Sakyi Owusu, Mabel A. Hoedoafia, dan Yaw Boateng Atakorah (2017). *The Effect of Work Environment on Job Satisfaction: Evidence from the Banking Sector in Ghana*. Journal of Human Resource Management. Vol. 5, No. 1, Hal. 12 – 18. ISSN: 2331-0707.
- [2] Alvi, Huma Abid, Mehmood Hanif, Muhammad Shahnawaz Adil, Rizwan Raheem Ahmed, dan Olita Vveinhardt. (2014). *Impact of Organizational Culture on Organizational Commitment and Job Satisfaction*. European Journal of Business and Management. Vol.6, No.27, Hal. 30 – 38. ISSN 2222-1905.
- [3] Buchanan, David dan Andrej A. Huczynski (2017). *Organizational Behaviour, Ninth Edition*. Pearson.
- [4] Burhan, Arif, Ari Pradhanawati dan Reni Shinta Dewi. (2013). *Pengaruh Budaya Organisasi, dan Komitmen Organisasi terhadap Kinerja Karyawan dengan Mediasi Kepuasan Kerja pada PT. BPR Setia Karib Abadi Semarang*. Diponegoro Journal of Social and Politic. Vol. I, No. 1, Hal. 1-9
- [5] Bustani, B., Khaddafi, M. ., & Nur Ilham, R. (2022). Regional Financial Management System of Regency/City Regional Original Income In Aceh Province Period Year 2016-2020. *International Journal of Educational Review, Law And Social Sciences (IJERLAS)*, 2(3), 459–468. <https://doi.org/10.54443/ijerlas.v2i3.277>.
- [6] Cheng, Ng Pek dan Suhaida Abdul Kadir. (2018). *Relationship between Work Environment and Organizational Commitment among Private School Teachers in Klang Valley*. International Journal of Academic Research in Business and Social Sciences. Vol. 8, No. 7, Hal. 781 – 793. ISSN: 2222-6990.
- [7] Colquitt, Jason A., Jeffery A. LePine, dan Michael J. Wesson. (2015). *Organizational Behavior*. New York: McGraw-Hill.
- [8] Duha, Timotius. (2018). *Perilaku Organisasi*. Jakarta: Penerbit Deepublish.
- [9] Dwiningtyas. (2015). *Pengaruh Kepuasan Kerja, Stres Kerja, Dan Lingkungan Kerja Terhadap Turnover Intention Pada Karyawan CV. Aneka Ilmu Semarang*. Skripsi: Universitas Negeri Semarang.
- [10] Falahuddin, F., Fuadi, . F., Munandar, M., Juanda, R. ., & Nur Ilham, R. . (2022). Increasing Business Supporting Capacity In Msmes Business Group Tempe Bungong Nanggroe Kerupuk In Syamtalira Aron District, Utara Aceh Regency. *Irpitage Journal*, 2(2), 65–68. <https://doi.org/10.54443/irpitage.v2i2.313>.
- [11] Geovani, I. ., Nurkhotijah, S. ., Kurniawan, H. ., Milanie, F., & Nur Ilham, R. . (2021). Juridical Analysis of Victims of The Economic Exploitation of Children Under The Age to Realize Legal Protection From Human Rights Aspects: Research Study At The Office of Social and Community Empowerment In Batam City. *International Journal of Educational Review, Law And Social Sciences (IJERLAS)*, 1(1), 45–52. <https://doi.org/10.54443/ijerlas.v1i1.10>.
- [12] Ginanjar dan Benedicta P. Dwi Riyanti. (2015). *Hubungan Antara Kepuasan Kerja dengan Komitmen Organisasi pada Pekerja Lepas Biro Konsultan*. Jurnal Ilmiah Psikologi MANASA, Magister Psikologi Profesi, Universitas Katolik Indonesia Atma Jaya. Vol. IV, No. 2, Hal. 125-139.

The Role Of Work Environment And Organizational Culture On Organizational Commitment With Job Satisfaction As Between Variables At PT.Mujur Lestari. Robert Rico Marpaung, et al

- [13] Griffin, Ricky W dan Gregory Moorehead. (2014). *Organizational Behavior: Managing People and Organizations, Eleventh Edition*. South Western, USA: Cengage Learning.
- [14] Ilham, Rico Nur. *et all* (2019). Comparative of the Supply Chain and Block Chains to Increase the Country Revenues via Virtual Tax Transactions and Replacing Future of Money. *International Journal of Suplly Management*. Volume 8 No.5 August 2019.
- [15] _____. *et all* (2019). Investigation of the Bitcoin Effects on the Country Revenues via Virtual Tax Transactions for Purchasing Management. *International Journal of Suplly Management*. Volume 8 No.6 December 2019.
- [16] Ivancevich, John M., Robert Konopaske, Michael T. Matteson. (2013). *Organizational Behavior and Management, Tenth Edition*. McGraw-Hill.
- [17] Kinicki, Angelo, dan Fugate. (2016). *Organizational Behavior: Key Concepts, Skills and Best Practices. 5th Edition*. New York: McGraw-Hill Education
- [18] Kreitner, Robert dan Angelo Kinicki. (2011). *Perilaku Organisasi*. Jakarta: Salemba Empat.
- [19] Lasta Irawan, A. , Briggs, D. , Muhammad Azami, T. , & Nurfaliza, N. (2021). The Effect of Position Promotion on Employee Satisfaction With Compensation As Intervening Variables: (Case Study on Harvesting Employees of PT. Karya Hevea Indonesia). *International Journal of Social Science, Educational, Economics, Agriculture Research, and Technology (IJSET)*, 1(1), 11–20. <https://doi.org/10.54443/ijset.v1i1.2>.
- [20] Likdanawati, likdanawati, Yanita, Y., Hamdiah, H., Nur Ilham, R., & Sinta, I. (2022). Effect of Organizational Commitment, Work Motivation And Leadership Style on Employee Performance of Pt. Aceh Distribus Indo Raya. *International Journal of Social Science, Educational, Economics, Agriculture Research, and Technology (IJSET)*, 1(8), 377–382. <https://doi.org/10.54443/ijset.v1i8.41>.
- [21] Majied Sumatrani Saragih, M. , Hikmah Saragih, U. , & Nur Ilham, R. . (2021). Relationship Between Motivation And Extrinsic Motivation to Icreasing Entrepreneurship Implementation From Spp Al-Falah Group At Blok 10 Village Dolok Masihul. *Morfai Journal*, 1(1), 1–12. <https://doi.org/10.54443/morfai.v1i1.11>.
- [22] Mathur, Garima dan Megha Salunke. (2013). *Organizational commitment and Job Satisfaction: A study of Manufacturing Sector*. APOTHEOSIS: Tirpude's National Journal of Business Research. Volume 4, No. 1, Hal. 129 – 143. ISSN: 2319-5576.
- [23] Murtafia, Iin dan Suryalena. (2015). *Hubungan Lingkungan Kerja Dengan Kepuasan Kerja Karyawan (Kasus Bagian Pengolahan PT. Surya Bratasena Plantation Kecamatan Pangkalan Kuras Kabupaten Pelalawan)*. *Junrla Online Mahasiswa (JOM) FISIP, Universitas Riau*. Vol. II, No. 2. Hal. 1 – 15.
- [24] Nasrih, Muhammad Lukman. (2010). *Analisis Hubungan Kepuasan Kerja Terhadap Prestasi Kerja Karyawan*. Al-Iqtishad, STIE Ahmad Dahlan, Yogyakarta: Vol. II, No. 1, Hal. 155 – 180.
- [25] Nurcahyaningrum, Ekka. (2015). *Hubungan Antara Budaya Organisasi Dengan Kepuasan Kerja (Studi pada Rumah Sakit "HIDAYAH" Boyolali)*. Skripsi. Fakultas Psikologi Universitas Muhammadiyah Surakarta. Tidak Diterbitkan.
- [26] Nur Ilham, R. , Arliansyah, A., Juanda, R., Multazam, M. , & Saifanur, A. . (2021). Relathionsip Between Money Velocity and Inflation To Increasing Stock Investment Return: Effective Strategic By Jakarta Automated Trading System Next Generation (Jats-Ng) Platform. *International Journal of Economic, Business, Accounting, Agriculture Management and Sharia Administration (IJEBAS)*, 1(1), 87–92. <https://doi.org/10.54443/ijevas.v1i1.27>.
- [27] _____. Heikal, M. , Khaddafi, M. , F, F., Ichsan, I., F, F., Abbas, D. , Fauzul Hakim Hasibuan, A. , Munandar, M., & Chalirafi, C. (2021). Survey of Leading Commodities of Aceh Province As Academic Effort to Join and Build The Country. *Irpitage Journal*, 1(1), 13–18. <https://doi.org/10.54443/irpitage.v1i1.19>.
- [28] _____. Likdanawati, L., Hamdiah, H., Adnan, A., & Sinta, I. . (2022). Community Service Activities "Socialization Avoid Study Investment" to The Student Bond of Serdang Bedagai. *Irpitage Journal*, 2(2), 61–64. <https://doi.org/10.54443/irpitage.v2i2.312>.
- [29] Pitaloka, Endang dan Irma Paramita Sofia (2014). *The Affect of Work Environment, Job Satisfaction, Organization Commitment on OCB of Internal Auditors*. *International Journal of Business, Economics The Role Of Work Environment And Organizational Culture On Organizational Commitment With Job Satisfaction As Between Variables At PT.Mujur Lestari*. **Robert Rico Marpaung, et al**

- and Law, Universitas Padjadjaran, Indonesia. Vol. V, No. 2, Hal. 10 – 18.
- [30] Rahmaniari, R., Subhan, S., Saharuddin, S., Nur Ilham, R. ., & Anwar, K. . (2022). The Influence of Entrepreneurship Aspects on The Success of The Chips Industry In Matang Glumpang Dua and Pantan Labu. *International Journal of Social Science, Educational, Economics, Agriculture Research, and Technology (IJSET)*, 1(7), 337–348. <https://doi.org/10.54443/ijset.v1i7.36>.
- [31] Robbins, Stephen P., Timothy A. Judge dan Katherine E. Breward (2018). *Essential of Organizational Behaviour, Canadian Edition*. Pearson.
- [32] Sandi, H. ., Afni Yunita, N. ., Heikal, M. ., Nur Ilham, R. ., & Sinta, I. . (2021). Relationship Between Budget Participation, Job Characteristics, Emotional Intelligence and Work Motivation As Mediator Variables to Strengthening User Power Performance: An Emperical Evidence From Indonesia Government. *Morfai Journal*, 1(1), 36–48. <https://doi.org/10.54443/morfai.v1i1.14>.
- [33] Sarwono, Jonathan. (2018). *Statistik Multivariat Aplikasi untuk Riset Skripsi*. Yogyakarta: Penerbit Andi
- [34] Shalahuddin, Ahmad. (2013). *Pengaruh Kepemimpinan dan lingkungan kerja terhadap komitmen organisasional dan Kinerja Karyawan PT. Sumber Djantin di Kalimantan Barat*. Jurnal Manajemen dan Teori Terapan. Vol VI, No.1.
- [35] Sinta, I. ., Nur Ilham, R., Kumala Sari, D. ., M, M., Khaidir, K., & Ekamaida, E. (2021). Training The Processing of Tomato Sauce For A Home-Based Business The Scale of SMES. *Irpitage Journal*, 1(1), 26–28. <https://doi.org/10.54443/irpitage.v1i1.24>.
- [36] Sinulingga, Sukarya. (2017). *Metodologi Penelitian*. Medan: Universitas Sumatera Utara Press.
- [37] Sinurat, M. ., Heikal, M. ., Simanjuntak, A. ., Siahaan, R. ., & Nur Ilham, R. . (2021). Product Quality On Consumer Purchase Interest With Customer Satisfaction As A Variable Intervening In Black Online Store High Click Market: Case Study on Customers of the Tebing Tinggi Black Market Online Store. *Morfai Journal*, 1(1), 13–21. <https://doi.org/10.54443/morfai.v1i1.12>.
- [38] Sopiah. (2008). *Perilaku Organisasi*. Yogyakarta: Andi Offset.
- [39] Steven Set Xaverius Tumbelaka, Taher Alhabsji, Umar Nimran. (2016). *Pengaruh Budaya Organisasi terhadap Kepuasan Kerja, Komitmen Organisasional dan Intention to Leave (Studi pada Karyawan PT.Bitung Mina Utama)*. Jurnal Bisnis dan Manajemen, Magister Ilmu Administrasi Bisnis, Fakultas Ilmu Administrasi, Universitas Brawijaya Malang. Vol. III, No.1, Hal. 94 – 108.
- [40] Sugiyono. (2017). *Statistika untuk Penelitian, Cetakan XIX*. Bandung: Penerbit Alfabeta.
- [41] Ulrich, Dave. (2011). *Human Resources Champion, Kiat Menjadi Profesional SDM Handal*. Yogyakarta: Penerbit Tugu.
- [42] Wibawa, I Wayan Sucipta dan Made Surya Putra. (2018). *Pengaruh Budaya Organisasi Terhadap Komitmen Organisasional dimediasi Kepuasan Kerja (Studi pada PT. Bening Badung – Bali)*. E-Jurnal Manajemen, Fakultas Ekonomi dan Bisnis Universitas Udayana (Unud), Bali. Vol. 7, No. 6, Hal. 3027-3058.
- [43] Wibowo. (2016). *Perilaku dalam Organisasi, Edisi II*. Jakarta: PT. Raja Grafindo Persada.
- [44] Widarjono, Agus. (2015). *Analisis Multivariat Terapan, Edisi Kedua*. Yogyakarta: UPP STIM YKPN.
- [45] Wijono, Sutarto. (2010). *Psikologi Industri dan Organisasi*. Jakarta: Fajar Interpretama Offset.
- [46] Yusuf Iis, E., Wahyuddin, W., Thoyib, A., Nur Ilham, R., & Sinta, I. (2022). The Effect of Career Development And Work Environment On Employee Performance With Work Motivation As Intervening Variable At The Office Of Agriculture And Livestock In Aceh. *International Journal of Economic, Business, Accounting, Agriculture Management and Sharia Administration (IJEBAAS)*, 2(2), 227–236. <https://doi.org/10.54443/ijeabas.v2i2.191>.