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# The Role of Job Satisfaction in Mediating the Influence of Organizational Culture and Commitment on Employee Performance: A Study at PTPN IV Regional III Pekanbaru

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## ABSTRACT

Increasingly fierce business competition requires companies to acquire high-quality human resources. The quality of talent determines a company's ability to achieve its goals and maintain organizational performance. This study aims to determine the effect of work culture and organizational commitment on employee performance with job satisfaction as an intervening variable at PT. Perkebunan Nusantara IV Regional III Pekanbaru. The sample size for this study was 106 people using random sampling. Data collection was conducted using questionnaires, which were then analyzed using SmartPLS 4.0.

## INTRODUCTION

The ever-changing business world and increasingly fierce competition to obtain qualified and promising human resources (HR) have forced businesses to be selective in choosing their employees. The quality of talent available to a company determines its performance and ability to achieve its desired goals. The number of tasks performed is in line with the responsibilities assigned. Performance reflects the quality of work done by an employee, and one of the factors that influence the success of an organization is efficiency.

Performance problems can be seen when employees are unable to complete their work on time, fail to respond quickly, and produce suboptimal results. This condition is influenced by organizational culture, employee commitment, and the level of job satisfaction. One of the factors that affect performance is the relationship among employees. Poor workplace relationships can lead to conflicts, decrease morale, and hinder task completion. In addition, when employees do not feel happy with their jobs, they tend to participate less and find it difficult to cooperate with their colleagues, which leads to job dissatisfaction.

In general, organizational culture is a set of values that governs how individuals interact within the organization, interactions among employees as service providers or with other organizations, as well as relationships with the community being served. However, in reality, there is employee ineffectiveness in the company due to working in ways that are not fully aligned with the organizational culture established by the company.

In addition to organizational culture, organizational commitment also influences performance. Organizational commitment is an attitude of loyalty that employees have toward the organization because they are attached to it, want to achieve its goals, and have no desire to leave it for any reason. Employees who have a high level of commitment will display positive behavior and attitudes toward the organization, enjoy their work, carry out their duties and responsibilities well, and ultimately provide satisfactory service to external customers.

Job satisfaction also affects employee performance. Job satisfaction in the context of work includes the sense of satisfaction derived from work results, which is obtained through appreciation for achievements, appropriate placement, good treatment, facilities, and a supportive work environment. Employees who prefer to enjoy satisfaction from their work tend to prioritize the quality of work over rewards, even though rewards are still considered important.

One factor that influences performance is organizational commitment and culture, where both elements have an impact on performance and job satisfaction. An employee's organizational commitment is very important for the company, because in general, this commitment can influence employee performance. Basically, commitment reflects the conditions felt by employees, which can encourage strong

positive behavior towards the organizational commitment they adhere to. (Kasmir, 2016)

This study uses Job Performance Theory according to Lawler and Porter (2020), emphasizing that good performance actually increases job satisfaction, that employees who feel job satisfaction usually perform better than employees who do not obtain job satisfaction. Lawler and Porter also emphasize the importance of the relationship between performance and rewards. When rewards are given fairly and in accordance with contributions, employees tend to be motivated to maintain and improve their performance.

According to Lawler and Porter (2020), a positive organizational culture fosters a supportive and motivating work environment, thereby influencing employee commitment and job satisfaction. A strong culture provides direction and meaning for employees, encouraging better performance.

Lawler and Porter (2020) also show that job satisfaction depends on employees' perceptions of the alignment between the rewards they receive and their expectations. When employees feel that the rewards, recognition, and working conditions are commensurate with their efforts, job satisfaction increases, which ultimately affects commitment and performance. These four elements interact with each other and form an environment that can improve the overall productivity and effectiveness of the organization. This theory supports the author in using organizational culture, organizational commitment, performance, and satisfaction as variables that need to be further researched.

This is also evidenced by the results of research conducted by Nurhaida & Susilastri (2019) entitled *The Influence of Organizational Culture, Job Satisfaction, and Organizational Commitment on Employee Performance in the Padang Panjang City Government*. Based on the results of the research analysis, organizational culture has a positive and significant influence on the performance of Padang Panjang City Government employees. This means that organizational culture has an influence or contributes to the performance of Padang Panjang City Government employees.

The novelty of this research lies in testing a comprehensive mediation model within PT. Perkebunan Nusantara IV Regional III Pekanbaru. Although previous studies, such as Wua et al(2022) study at Bank SulutGo, have examined the influence of these variables on performance, their results indicate the need for updating because the context is different and some variables have not been analyzed simultaneously in a specific sector. This research will provide a new contribution by in-depth analyzing how employee job satisfaction acts as a primary mediating mechanism between organizational culture, organizational commitment, and employee performance within the specific context of this company. The contradictory results of previous research, coupled with the specific research location (PT. Perkebunan Nusantara IV Regional III Pekanbaru) with its unique cultural and operational characteristics, make this research crucial for providing a more nuanced and contextual understanding of human resource dynamics in this sector.

Based on this phenomenon, the author is interested in conducting research entitled “The Influence of Organizational Culture and Organizational Commitment on Employee Performance through Job Satisfaction at PT. Perkebunan Nusantara IV Regional III Pekanbaru.”

## LITERATURE REVIEW

### EMPLOYEE PERFORMANCE

According to Kasmir (2016), performance is the result of work and behavior demonstrated in completing tasks and responsibilities assigned during a certain period. Meanwhile, according to Busro (2018), performance is the result achieved by an employee in meeting the desired objectives. Performance is defined as the willingness of an individual or group to carry out an activity and complete it in accordance with their responsibilities, with the expected results.

According to Mangkunegara (2021), the term performance comes from the terms Job Performance or Actual Performance, which refer to the actual work achievements of an individual. Performance (work achievement) is defined as the results of work in terms of quality and quantity obtained by an employee when carrying out tasks in accordance with the responsibilities assigned to them.

According to Kasmir (2016), performance indicators are as follows:

1. Quality  
Quality is the degree to which a process or the outcome of an activity approaches perfection. The more complete the product, the higher the performance; conversely, if the final product is of low quality, the performance is poor.
2. Quantity  
Performance can be assessed by considering how much output (quantity) is produced by a person.
3. Time  
For certain types of work, a deadline for completion is set, which means there is a minimum and maximum time limit that must be met.
4. Cost control  
The costs incurred for each business activity are budgeted before implementation. This means that the budgeted costs are used as a guideline to ensure that they do not exceed the budgeted costs.
5. Supervision  
By maintaining control over employees, they will feel more responsible for their work, and if deviations occur, it will be easier for them to make corrections and improvements as quickly as possible.
6. Interpersonal relationships  
Performance is often linked to cooperation between employees and managers. This relationship is often considered an individual relationship. It measures

whether employees are able to develop mutual respect, goodwill, and cooperation among themselves.

## JOB SATISFACTION

According to Busro (2018), job satisfaction is a person's general attitude toward their job, which is measured by the difference between the rewards they feel they should receive. Job satisfaction can be seen as a comparison between the results obtained and expectations. The greater the results obtained compared to expectations, the higher the level of employee satisfaction; conversely, if performance does not meet expectations, employee satisfaction will decrease.

According to Sutrisno (2017), job satisfaction is an employee's attitude toward their work in relation to the work environment, cooperation with colleagues, recognition received at work, and relevant physical and psychological factors.

According to Busro (2018), there are many factors that can influence satisfaction or dissatisfaction at work. A person may be satisfied with one aspect of their job, but not with another.

Some elements related to work are:

1. Their own type of work
2. Salary/wages/benefits
3. Promotion/career
4. Supervision
5. Co-workers/cooperation
6. Fairness, and
7. Overall work results.

According to Hasibuan (2016), there are several indicators of job satisfaction, as follows:

1. Enjoying one's work.

An employee enjoys their work because they are able to do it well.

2. Loving one's work.

In this case, employees not only like their work, but also realize that the work is in line with their desires.

3. Work ethic.

This is an inner agreement that arises from within a person or organization to achieve certain goals in accordance with established standards.

4. Discipline

A condition that is created and formed through a process of a series of behaviors that demonstrate the values of obedience, compliance, loyalty, regularity, and/or order.

5. Work performance

The results achieved by a person in carrying out the tasks assigned to them based on their skills, sincerity, and time.

## ORGANIZATIONAL CULTURE

According to Edison (2018), organizational culture consists of a set of important assumptions that are often explicitly stated and shared by all members of an organization. Every organization has its own unique culture. Organizational culture can be likened to a person's personality—an invisible yet present theme that provides meaning, direction, and a basis for action. Just as personality influences individual behavior, the shared assumptions (beliefs and values) held by members of a company also impact the views and actions within that organization.

According to Robbins and Judge (2015), organizational culture can be defined as a collection of meanings collectively held by members of an organization, which serves to distinguish one organization from another.

Robbins & Judge (2015) argue that there are indicators of organizational culture, namely:

1. Innovation and risk-taking.  
The extent to which employees are encouraged to be innovative and take risks.
2. Attention to detail.  
Employees are required to show more precision.
3. Results orientation  
Management focuses on results rather than the techniques used to achieve those results.
4. People orientation  
Management decisions take into account the effects of employees' work within the organization.
5. Team orientation  
Work activities within the organization are carried out by teams rather than individuals.
6. Aggressiveness and stability  
Employees are aggressive and competitive within an organization that emphasizes and maintains status.

## ORGANIZATIONAL COMMITMENT

According to Edison (2018), organizational commitment is the extent to which employees believe in and accept the organization's goals and have a desire to remain part of the organization.

According to Robbins (2016), organizational commitment can be understood as a state in which an employee supports the organization and its goals and has a desire to remain a member in a particular job. Meanwhile, a high level of organizational commitment indicates strong support for the organization and a desire to recruit that individual.

Another view was expressed by Yusuf & Syarif (2017), who stated that organizational commitment is a form of employee loyalty to the organization, which



is reflected in the desire to remain, contribute to achieving organizational goals, and have no intention of leaving the organization for any reason.

Based on the various opinions that have been presented, the author concludes that organizational commitment is an employee's attitude toward the organization that encourages them to remain and work well in accordance with the company's expectations.

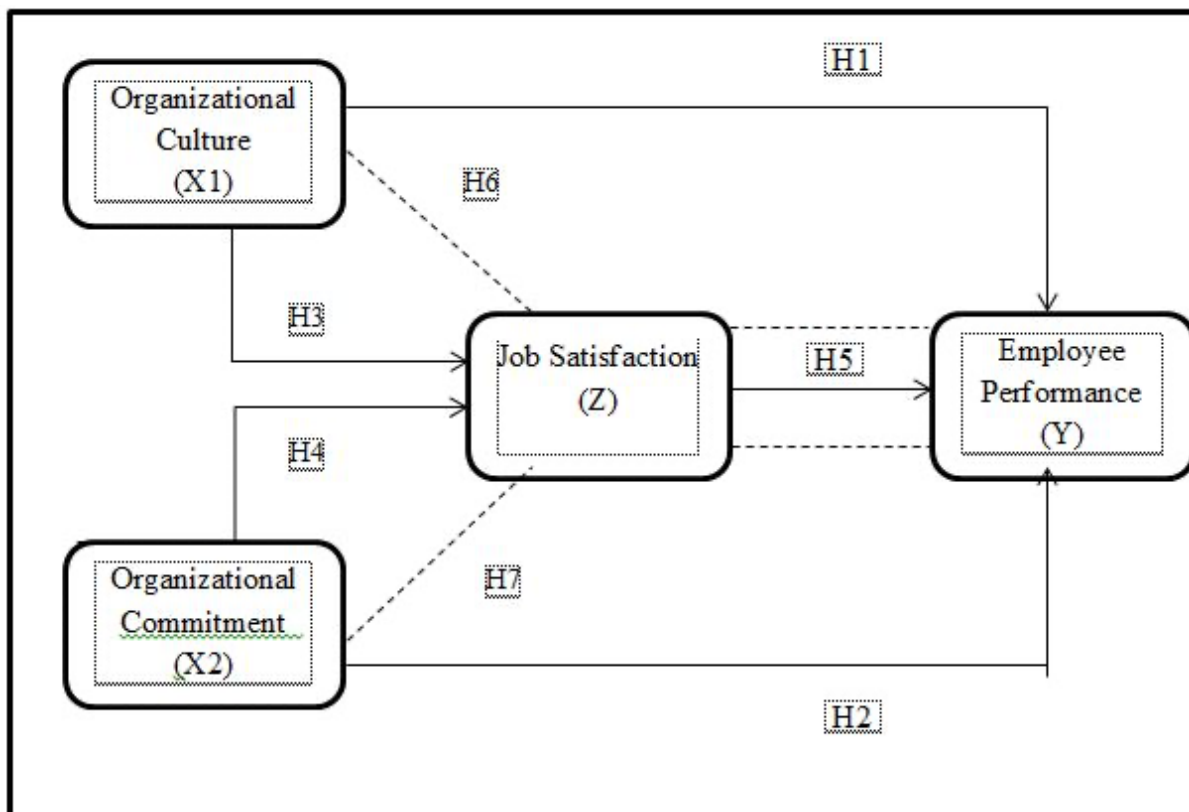
The indicators of organizational commitment according to Robbins (2016) are as follows:

1. Affective commitment, which is an emotional attachment to the organization and belief in its values.
2. Continuance commitment, which is the perceived value of staying with the organization compared to leaving it.
3. Normative commitment, which is the obligation to remain in the organization for moral and ethical reasons.

#### CONCEPTUAL FRAMEWORK

The framework of thought is a research model used to analyze the influence of organizational culture (X1) and organizational commitment (X2) on employee performance (Y) through job satisfaction (Z) as an intermediary variable. The following framework was used to conduct the analysis in this study:

**Image 2 Conceptual Framework**



## HYPOTHESIS

### **The Influence of Organizational Culture on Employee Performance**

The relationship between organizational culture and employee performance within an organization can be reflected in organizational behavior. When employees model behavior consistent with the organizational culture, the culture will bring satisfaction and even direct or indirect rewards. Organizational culture guides the behavior of its members and is subconsciously reflected in their activities.

The importance of organizational culture in relation to employee performance is reinforced by Robbins' (2004) statement that, in fact, one study of organizational culture suggests that employees in companies with a strong organizational culture are more committed to their companies than employees in companies with a weak organizational culture.

The results of Stevani Ingried's (2019) research at the Koto Mohon Regional Health Office found that organizational commitment significantly influenced employee job satisfaction.

Based on this, the following hypothesis is formulated:

H1: organizational culture variables influence employee performance variables at PT. Perkebunan Nusantara IV Regional III Pekanbaru.

### **The Influence of Organizational Commitment on Employee Performance**

In the workplace, a person's commitment to their profession or the organization they work for is often crucial. Busro (2018) even stated that some organizations boldly include commitment as a requirement for holding a position or position offered in job advertisements. This demonstrates the importance of commitment to the workplace. Commitment to work for a company is inseparable from the relationship between employees and their jobs or professions, which is essential for achieving the company's desired business goals.

Research by Isanawati Djohan et al. (2023) showed that organizational culture positively influences employee performance at the One-Stop Investment Office in East Luwu Regency.

Based on this, the following hypothesis is formulated:

H2: Organizational commitment is suspected to influence employee performance at PT. Perkebunan Nusantara IV Regional III Pekanbaru.

### **The Influence of Organizational Culture on Job Satisfaction**

According to Robbins & Judge (2015), organizational culture encompasses all the beliefs, feelings, behaviors, and symbols that characterize an organization. Organizational culture is one factor influencing job satisfaction. Job satisfaction is a general attitude toward work, and a strong organizational culture ensures a high level



of job satisfaction. Conversely, a weak culture will decrease organizational culture. The better the organizational culture, the higher the level of employee satisfaction.

Research by Isanawati Djohan et al. (2023) shows that organizational culture has a positive effect on job satisfaction at the One-Stop Investment Office in East Luwu Regency.

Based on this, the following hypothesis is formulated:

H3: organizational culture variables influence job satisfaction variables at PT. Perkebunan Nusantara IV Regional III Pekanbaru

### **The Influence of Organizational Commitment on Job Satisfaction**

Emron Edison (2018) found that employee job satisfaction tends to increase productivity, pride, and high commitment to their work. When referring to the satisfaction dimension, there is a correlation with leadership, including policies, compensation, competence, and the environment. Commitment means that the more satisfied an employee is with their job, the higher their commitment to the company.

Research by Isanawati Djohan et al. (2023) and Bambang Sugih Artanto (2023) indicates that organizational commitment has a positive effect on job satisfaction.

Based on these results, the following hypothesis is formulated:

H4: organizational commitment will influence job satisfaction at PT. Perkebunan Nusantara IV Regional III Pekanbaru.

### **The Influence of Satisfaction on Employee Performance**

There is a positive relationship between satisfaction and performance. This is supported by Marwansyah (2014), who stated that there is a reciprocal relationship between job satisfaction and employee performance. On the one hand, job satisfaction leads to increased performance, so satisfied workers are more productive. Conversely, job satisfaction stems from performance or achievement, resulting in more satisfied, productive workers. Therefore, a hypothesis can be formulated explaining the relationship between job satisfaction and employee performance, as follows:

H5: Employee performance is suspected to influence job satisfaction at PT. Perkebunan Nusantara IV Regional III Pekanbaru

### **The Influence of Organizational Culture on Employee Performance Mediated by Job Satisfaction**

Koter and Heskett (2007) stated that a strong culture can have a significant impact on individuals and their performance. In a competitive environment, this influence can even outweigh other factors such as organizational structure, financial analysis tools, leadership, and others.

Therefore, a hypothesis can be formulated explaining the relationship between organizational culture and job satisfaction as follows:

H6: organizational culture variables influence employee performance variables, mediated by job satisfaction variables at PT. Perkebunan Nusantara IV Regional III Pekanbaru.

### **The Effect of Organizational Commitment on Employee Performance Mediated by Job Satisfaction**

Organizational commitment and performance are interdependent, but they have distinct relationships. Organizational commitment is related to immediate and effective responses to the work environment. Organizational commitment is more stable and long-lasting, according to Norrish and Niebuhr (2005). According to Gregson (2009), performance is an early indicator of organizational commitment. The results of their research indicate an influence of organizational commitment on employee performance. Therefore, a hypothesis can be formulated explaining the relationship between organizational commitment and employee performance, as follows:

H7: organizational commitment influences employee performance, mediated by job satisfaction at PT. Perkebunan Nusantara IV Regional III Pekanbaru.

## **METHODOLOGY**

### **RESEARCH LOCATION**

To obtain the data required for this study, the author conducted research at PT. Perkebunan Nusantara IV Regional III Pekanbaru. The address is Jl Rambutan No. 43, Sidomulyo Tim, Kecamatan Marpoyan Damai, Pekanbaru City, Riau.

### **POPULATION AND SAMPLE**

Population is the entire object that is the subject of research, whether in the form of humans, regions or places, institutions, social bodies and the like to be observed, assessed, measured and evaluated, and then conclusions are drawn about it, Kusumastuti et al (2020). Based on the definition of Kusumastuti (2020), the population can be interpreted as all employees of PT Perkebunan Nusantara IV Regional III Pekanbaru, totaling 144 people.

According to Sugiyono (2016), a sample is a small portion of the total population and includes characteristics that are already known. The following is the sample calculation for this study using the Slovin formula:

$$n = \frac{N}{1 + N(e)^2}$$

Explanation:

n = Number of samples

N = Number of population

(e)<sup>2</sup> = Percentage of error tolerance of 5%

The following are the sample calculations in the study:

$$n = \frac{N}{1 + N(e)^2}$$
$$n = \frac{144}{1 + 144(0,05)^2}$$
$$n = \frac{144}{1 + 0,36}$$
$$n = \frac{144}{1,36}$$

n=105,88 sample

From the results obtained above, namely 105.88, which is a decimal number, calculations that produce decimal numbers should be rounded to the nearest whole number. Therefore, the number of samples in this study is 106 people.

## DATA COLLECTION TECHNIQUES

The data collection technique used in this study was a questionnaire. A questionnaire is a data collection technique conducted by distributing questionnaires that can reach a large number of respondents in a relatively short time. In addition, the series of questions in the questionnaire can be carefully compiled and adjusted to the conditions so that the formulation and arrangement of the questions can follow a system that is in accordance with the research problem and research variables (Kusumastuti et al., 2020). The questionnaire used in this study used a Likert scale.

## DATA ANALYSIS TECHNIQUES

Partial Least Squares (PLS) is the metric used in this study. PLS is effective because it is not based on many assumptions (Abdullah, 2015). The advantages of the PLS method are that it does not require a large sample size, the data does not need to be multivariately normally distributed, and PLS can be used to confirm theories and explain relationships between latent variables. Inferential statistical data analysis was used in this study, in accordance with the formulated hypotheses. Inferential statistical techniques, also known as inductive statistics or probability statistics, are used to analyze sample data and then apply the results to the population. The analysis was performed using WarpPLS (Partial Least Squares) software, beginning with hypothesis testing.

## RESULTS AND DISCUSSION

## RESPONDENT CHARACTERISTIC ANALYSIS

The respondent characteristics used in this study were classified based on gender, age, length of service, and education level. The following will discuss the conditions of each respondent characteristic:

**Table 1 Analysis and Characteristics of Respondents**

Category	Number of Respondents	Percentage
Gender		
Man	67	63%
Woman	39	37%
<b>Total</b>	<b>106</b>	<b>100%</b>
Age		
21-30 years	42	40%
31-40 years	53	50%
41-50 years	11	10%
<b>Total</b>	<b>106</b>	<b>100%</b>
Years of service		
< 2 years	38	36%
3-5 years	43	41%
6-8 years	15	14%
< 12 years	10	9%
<b>Total</b>	<b>106</b>	<b>100%</b>
Level of education		
SMA/SLTA	32	32%
DIII	20	20%
S1	48	48%
<b>Total</b>	<b>106</b>	<b>100%</b>

Source: Processed Data, 2025

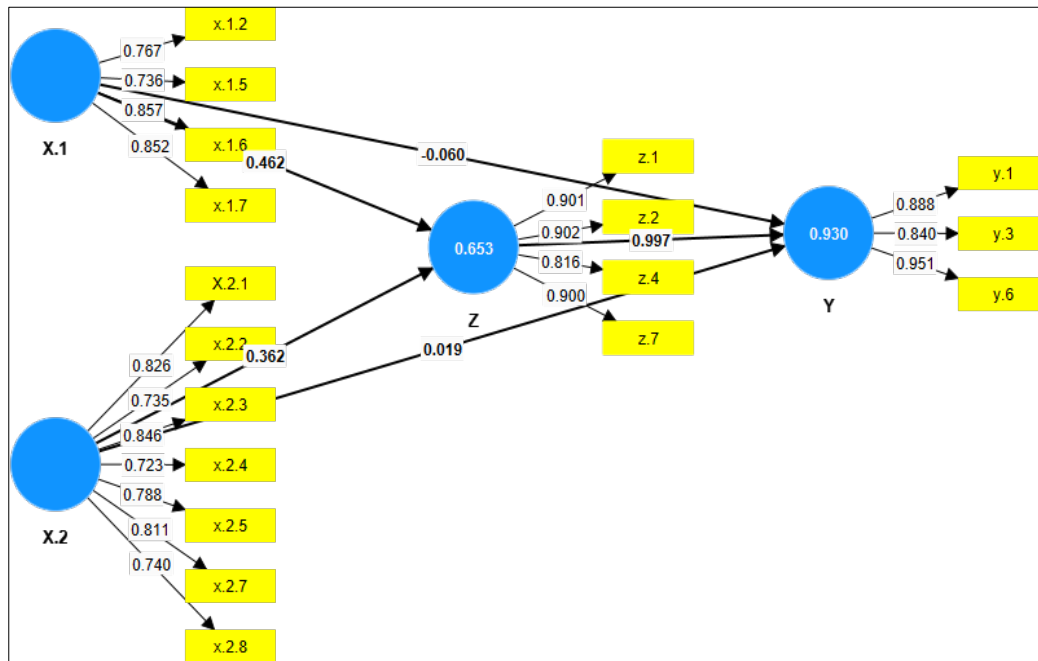
It can be seen that of the 106 respondents of PT. Perkebunan Nusantara IV Regional III Pekanbaru, the majority were male (67 people) and female (37 people). Based on age, the majority of respondents were in the 31–40 years range (53 people) (50%), followed by 21–30 years (42 people) and 41–50 years (11 people) (10%). In terms of length of service, the majority of respondents had a working period of 3–5 years (43 people) followed by <2 years (38 people) (36%), 6–8 years (15 people) and >12 years (10 people) (9%). Meanwhile, the majority of respondents had a bachelor's degree (48 people) (48%). This shows that the majority of employees are in the productive age range, have medium work experience, and a bachelor's degree educational background.

## RESEARCH DATA ANALYSIS RESULTS

### OUTER MODEL

Evaluation of the measurement or outer model is conducted to assess the model's validity and reliability. Questionnaire validity and reliability testing is necessary to ensure that the questionnaire used in the research is capable of measuring the research variables effectively. An instrument is considered valid if it can measure what is desired and accurately reveal data from the variables being studied.

**Image 2 Outer Model**



Source: Processed Data, 2025

### CONVERGENT VALIDITY

To test convergent validity, the outer loading or loading factor value is used. An indicator is considered to meet convergent validity in the good category if the outer loadings are  $> 0.70$ . The following are the outer loading values for each indicator in the research variables. Convergent validity uses a partial least squares model scheme as shown below:

**Table 2 Outer Loading**

Indicator	Initial outer loading	Elimination	Information
X.1.2	0.736	0.767	Valid
X.1.5	0.769	0.736	Valid
X.1.6	0.747	0.857	Valid
X.1.7	0.863	0.852	Valid
X.2.1	0.793	0.826	Valid
X.2.2	0.743	0.735	Valid
X.2.3	0.816	0.846	Valid

X.2.4	0.711	0.723	Valid
X.2.5	0.792	0.788	Valid
X.2.7	0.792	0.740	Valid
X.2.8	0.747	0.735	Valid
Z.1	0.806	0.901	Valid
Z.2	0.771	0.902	Valid
Z.4	0.802	0.816	Valid
Z.7	0.864	0.900	Valid
Y.1	0.865	0.888	Valid
Y.3	0.835	0.840	Valid
Y.6	0.936	0.951	Valid

Source: Processed Data, 2025

From the data, it can be seen that all indicators used in this study for the variables of organizational culture, organizational commitment, employee performance, and job satisfaction have met the criteria for a good outer loading value, namely  $> 0.70$ . Therefore, it can be concluded that all indicators proposed in the final measurement model have met the valid criteria.

#### DISCRIMINANT VALIDITY (CROSS LOADING)

The second criterion used in outer model research is discriminant validity. Discriminant validity tests use cross-loading values. An indicator is considered to meet discriminant validity if the cross-loading on a variable is greater than that of the other variables.

**Table 3 Cross loading**

	X.1	X.2	Y	Z
x.1.2	0.767	0.735	0.504	0.525
x.1.5	0.736	0.620	0.328	0.361
x.1.6	0.857	0.811	0.855	0.914
x.1.7	0.852	0.768	0.497	0.513
x.2.1	0.615	0.826	0.527	0.561
x.2.2	0.799	0.735	0.462	0.479
x.2.3	0.633	0.846	0.536	0.563
x.2.4	0.719	0.723	0.471	0.485
x.2.5	0.638	0.788	0.568	0.577
x.2.7	0.857	0.811	0.855	0.914
x.2.8	0.757	0.740	0.506	0.538



y.1	0.512	0.530	0.888	0.764
y.3	0.850	0.796	0.840	0.902
y.6	0.630	0.664	0.951	0.904
z.1	0.811	0.772	0.813	0.901
z.2	0.850	0.796	0.840	0.902
z.4	0.497	0.532	0.806	0.816
z.7	0.611	0.652	0.938	0.900

Source: Processed Data, 2025

Based on the data presented above, it can be seen that each indicator in the research variable has a higher cross-loading value than the other variables. It can be concluded that the indicators used in this study have good discriminant validity.

#### RELIABILITY TEST

Reliability testing is conducted to demonstrate the accuracy and consistency of construct measurement. A construct is considered reliable if both the composite reliability and Cronbach's alpha are above 0.70. The results of the composite reliability and Cronbach's alpha tests are shown in the following table:

**Table 4 Reliability Test Results**

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)
X.1	0.831	0.929	0.880
X.2	0.895	0.925	0.917
Y	0.873	0.879	0.923
Z	0.903	0.910	0.932

Source: Processed Data, 2025

It can be seen from the table above which shows that the composite reliability and Cronbach's alpha values in this study already have variable accuracy with the results for each variable above 0.70.

#### COEFFICIENT OF DETERMINATION (INNER MODEL)

The structural model (inner model) defines the relationships between latent constructs by examining the estimated parameter coefficients and their significance levels. The inner model can be measured by calculating the R-square for the dependent construct, the t-test, and the significance of the structural path parameter coefficients. There are three categories for grouping R-square values: 0.75 is considered strong; 0.50 is considered moderate; and 0.25 is considered weak. The R-square values for the dependent variables obtained in this research model can be seen in the following table:

**Table 5. Inner Model**

	<i>R-square</i>	<i>R-square adjusted</i>
Y	0.930	0.928

Source: Processed Data, 2025

Structural model testing is performed by examining the R-square value as a goodness-of-fit test. Based on the table above, variable y has an R-square value of 0.930. This indicates that 93% of the variance in variable Y can be explained by the independent variables in the model. This R-square value indicates the extent to which the independent variables contribute to explaining the dependent variable in the study.

### HYPOTHESIS TESTING

Based on the data processing, the results can be used to answer this research hypothesis by examining the R statistic and p-value. The hypothesis is accepted if the p-value is <0.05. In this study, SmartPLS used the bootstrapping method to determine whether a direct or indirect relationship exists. The following table shows the statistical hypothesis testing:

**Table 6. Hypothesis testing based on path coefficient**

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
X.1 -> Y	-0.060	-0.065	0.082	0.731	0.465
X.1 -> Z	0.462	0.473	0.146	3.167	0.002
X.2 -> Y	0.019	0.019	0.062	0.307	0.759
X.2 -> Z	0.362	0.356	0.157	2.304	0.021
Z -> Y	0.997	1.001	0.039	25.690	0.000
X.1 -> Z -> Y	0.460	0.474	0.151	3.052	0.002
X.2 -> Z -> Y	0.361	0.355	0.155	2.323	0.020

Source: Processed Data, 2025

### RESULTS

Based on the research results and discussion in the previous chapter, the following conclusions can be drawn, according to calculations using SMartPLS 4.0:

1. Organizational culture does not directly influence employee performance at PT. Perkebunan Nusantara IV Regional III Pekanbaru.
2. Organizational commitment does not directly influence employee performance at PT. Perkebunan Nusantara IV Regional III Pekanbaru.

3. Organizational culture directly influences job satisfaction at PT. Perkebunan Nusantara IV Regional III Pekanbaru.
4. Organizational commitment directly influences job satisfaction at PT. Perkebunan Nusantara IV Regional III Pekanbaru.
5. Job satisfaction directly influences employee performance at PT. Perkebunan Nusantara IV Regional III Pekanbaru.
6. Organizational culture directly influences employee performance, mediated by job satisfaction at PT. Perkebunan Nusantara IV Regional III Pekanbaru.
7. Organizational commitment has a direct influence on job satisfaction at PT. Perkebunan Nusantara IV Regional III Pekanbaru.

#### THEORITICAL IMPLICATIONS

This research strengthens theoretical understanding of the relationship between organizational culture, organizational commitment, job satisfaction, and employee performance. Theoretically, the results indicate that organizational culture and organizational commitment influence performance, both directly and through job satisfaction. This can serve as a basis for developing human resource performance theory in specific organizational contexts such as plantation companies, adding to the literature that emphasizes the importance of internal organizational factors on employee productivity.

#### MANAGERIAL IMPLICATIONS

Practically, the research results provide guidance for the management of PT. Perkebunan Nusantara IV Region III Pekanbaru to improve employee performance by strengthening organizational culture, increasing employee commitment, and enhancing job satisfaction. Management can focus on HR management strategies that include training, rewards, effective communication, and employee relationship training to increase productivity and loyalty.

#### RESEARCH LIMITATIONS

This research has limitations in terms of implementation time. This limited time means that long-term data collection cannot be carried out.

#### CONCLUSION

### **The Influence of Organizational Culture on Employee Performance**

This suggests that organizational culture does not significantly impact employee performance at PT. Perkebunan Nusantara IV Regional III Pekanbaru. In carrying out employee performance activities, the company must be able to provide an understanding of the impact of organizational culture to all employees. This finding is supported by previous research (Firman et al., 2015).

### **The Influence of Organizational Commitment on Employee Performance**

This suggests that organizational commitment does not significantly impact employee performance at PT. Perkebunan Nusantara IV Regional III Pekanbaru. For employees, the compensation they receive is more likely to satisfy their needs without requiring commitment to the organization. Employees perceive that whether their performance is good or not, the most important thing is that the compensation they receive satisfies their needs. Sanctions that are not strictly enforced contribute to employees feeling a lack of commitment to their organization, leading them to work to the best of their ability. This finding is supported by previous research (Dijah et al., 2023).

### **The Influence of Organizational Culture on Job Satisfaction**

This suggests that organizational culture significantly influences job satisfaction at PT. Perkebunan Nusantara IV Regional III Pekanbaru. This is because superiors and coworkers support each other in their work, and tasks are assigned according to each employee's role. This creates a positive perception of the organizational culture, ultimately leading to increased job satisfaction. This finding is supported by previous research (Wayan et al., 2019).

### **The Influence of Organizational Commitment on Job Satisfaction**

This suggests that organizational commitment significantly influences job satisfaction at PT. Perkebunan Nusantara IV Regional III Pekanbaru. Employees who are committed to the organization will exert maximum effort to achieve the organization's sustainability and goals, are willing to make sacrifices for the organization's interests, and desire to remain with the organization. A sense of responsibility among employees increases organizational commitment, fostering a desire to participate in improving and advancing the organization. This finding is supported by previous research (Setiawan, 2020).

### **The Influence of Job Satisfaction on Employee Performance**

This can be interpreted as meaning that employee performance significantly influences job satisfaction at PT. Perkebunan Nusantara IV Regional III Pekanbaru. As employee job satisfaction improves, employee performance will improve, both in terms of quality, quantity, punctuality, effectiveness, and independence. Satisfied employees will work more effectively, which, in turn, will lead to increased job satisfaction, leading to better performance. This is supported by previous research (Tjiong et al., 2018).

### **The Influence of Organizational Culture on Employee Performance Mediated by Job Satisfaction**

This can be interpreted as indicating that organizational culture significantly influences employee performance through job satisfaction at PT. Perkebunan Nusantara IV Regional III Pekanbaru. Employee performance will improve if the company pays attention to organizational culture and satisfaction variables, as job satisfaction is related to employee expectations from superiors, coworkers, and the job itself. Job satisfaction will decline if employees are dissatisfied with their expectations. This is supported by previous research (Nurasizah et al., 2022).

### **The Influence of Organizational Commitment on Employee Performance Mediated by Job Satisfaction**

This can be interpreted as indicating that organizational commitment significantly influences employee performance through job satisfaction at PT. Perkebunan Nusantara IV Regional III Pekanbaru. A greater emphasis on job satisfaction as a means of strengthening the impact of organizational commitment on employee performance is essential, thereby increasing organizational commitment, job satisfaction, and employee performance as a result of the company's investment in its employees. This finding is supported by previous research (Zelni et al., 2023).

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