

THE INFLUENCE OF ORGANIZATIONAL COMMITMENT AND ORGANIZATIONAL CULTURE ON JOB SATISFACTION (A CASE STUDY AT PT. BANK SUMUT)

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ABSTRACT

This study aims to analyze the effect of organizational commitment and organizational culture on job satisfaction of PT. Bank Sumut employees. The interesting phenomenon to study is the relatively high turnover rate and job satisfaction survey results showing a decline in several assessment aspects. This study uses a quantitative method with a survey approach to 150 respondents of PT. Bank Sumut employees selected by purposive sampling. The research instrument used a structured questionnaire with a 5-point Likert scale. Data analysis techniques using multiple linear regression analysis with SPSS 26. The results showed that organizational commitment has a positive and significant effect on job satisfaction ($\beta = 0.421$, $p < 0.05$), organizational culture has a positive and significant effect on job satisfaction ($\beta = 0.386$, $p < 0.05$). Simultaneously, organizational commitment and organizational culture have a significant effect on job satisfaction with R^2 value = 0.673 or 67.3%. This study recommends the need to strengthen organizational commitment through clear career development programs and improve organizational culture that supports collaboration and innovation.

Keywords: Organizational Commitment, Organizational Culture, Job Satisfaction, Banking

BACKGROUND

The banking industry in Indonesia is currently facing increasingly complex challenges due to rapid digital transformation, technological advancements, and intensifying competition among financial institutions. In this dynamic environment, banking organizations are required not only to improve their technological capabilities and service quality but also to ensure the effective management of their human resources. Employees play a critical role in determining organizational performance, as they directly influence service delivery, customer satisfaction, and overall organizational success (Albrecht et al., 2021; Karatepe et al., 2022). Consequently, employee job satisfaction has become a strategic issue for banking institutions, as satisfied employees tend to demonstrate higher productivity, stronger organizational commitment, and lower turnover intentions (Bakker & Demerouti, 2018; Memon et al., 2020). Conversely, low levels of job satisfaction may negatively affect employee performance, increase absenteeism, and contribute to higher turnover rates, ultimately hindering organizational effectiveness (Ali & Anwar, 2021).

PT. Bank Sumut, one of the largest regional development banks in Indonesia, is not immune to these challenges. Recent organizational data indicate several concerning trends related to employee attitudes and workplace conditions. Internal records show that the employee turnover rate increased from 8.2% in 2022 to 12.4% in 2023 and is projected to reach 15.1% in 2024,

exceeding the national banking industry average of approximately 10–12%. This increasing turnover rate suggests potential issues related to employee satisfaction and organizational attachment. Furthermore, the results of the internal job satisfaction survey conducted during the first half of 2024 revealed a decline in several important dimensions of job satisfaction. Satisfaction with the reward system decreased from 3.8 to 3.2 on a five-point scale, satisfaction with career development opportunities fell from 3.5 to 2.9, and satisfaction with the work environment declined from 3.9 to 3.4. These findings indicate a growing level of employee dissatisfaction that may adversely affect organizational performance if not properly addressed. Previous studies have demonstrated that reward systems, career development opportunities, and supportive work environments are among the most influential predictors of employee job satisfaction (Agarwal & Gupta, 2021; Nguyen et al., 2020).

In addition to declining job satisfaction, indicators of organizational commitment among employees also reveal areas of concern. The organizational commitment assessment showed that 35% of employees reported low levels of commitment to the organization, while 28% indicated that they were considering leaving their jobs within the next two years. Moreover, 42% of employees felt that they were insufficiently involved in strategic decision-making processes. These findings suggest that employees may not feel emotionally attached to the organization, may perceive limited opportunities for participation, and may experience weaker identification with organizational goals. Organizational commitment has been consistently recognized as a critical determinant of employee retention and job satisfaction (Meyer et al., 2019; Klein et al., 2022). Employees with higher levels of affective commitment tend to develop stronger emotional attachment to their organizations, resulting in greater job satisfaction and reduced turnover intentions (Ribeiro et al., 2018).

Another important issue identified at PT. Bank Sumut relates to organizational culture. Preliminary observations revealed several cultural challenges, including rigid hierarchical communication patterns, resistance to change and innovation, insufficient collaboration among divisions, and the suboptimal implementation of organizational values in daily activities. Such conditions may create barriers to employee engagement and reduce the effectiveness of organizational processes. Organizational culture serves as a fundamental mechanism that shapes employee attitudes, behaviors, and workplace experiences (Hartnell et al., 2019). Research has shown that cultures characterized by participation, adaptability, and collaboration contribute significantly to employee satisfaction, commitment, and organizational effectiveness (Jena et al., 2018; O'Reilly et al., 2020). Conversely, highly bureaucratic and hierarchical cultures may reduce employee involvement and limit innovation, thereby negatively affecting job satisfaction (Belias & Koustelios, 2021).

Job satisfaction itself is defined as a positive emotional state resulting from an individual's evaluation of their job and work experiences. It encompasses several dimensions, including satisfaction with the work itself, compensation, promotion opportunities, supervision, and relationships with coworkers. Numerous studies have found that job satisfaction is influenced by both individual and organizational factors, particularly organizational commitment and organizational culture (Yang et al., 2022; Pawirosumarto et al., 2017). Employees who perceive

their organizations as supportive and aligned with their values are more likely to experience positive work-related attitudes and higher levels of satisfaction (Ampofo, 2020).

Previous empirical studies have consistently reported positive relationships between organizational commitment and job satisfaction, as well as between organizational culture and job satisfaction (Memon et al., 2020; Ribeiro et al., 2018; Yang et al., 2022). However, the strength and nature of these relationships may vary across industries, organizational contexts, and cultural settings. Within the Indonesian banking sector, particularly among regional development banks, limited empirical evidence exists regarding the simultaneous influence of organizational commitment and organizational culture on employee job satisfaction. Therefore, further investigation is needed to better understand these relationships within the context of PT. Bank Sumut.

Based on the phenomena observed at PT. Bank Sumut and the supporting empirical evidence from previous studies, this study aims to examine the influence of organizational commitment and organizational culture on employee job satisfaction. Specifically, the study seeks to determine whether organizational commitment significantly affects job satisfaction, whether organizational culture significantly affects job satisfaction, and whether organizational commitment and organizational culture simultaneously influence the job satisfaction of employees at PT. Bank Sumut. The findings are expected to contribute to the human resource management literature and provide practical recommendations for enhancing employee satisfaction, strengthening organizational commitment, and fostering a supportive organizational culture within the banking sector.

RESEARCH METHOD

Type of Research

This study employs a quantitative approach using a survey method and a cross-sectional design to examine the causal relationship between the independent variables (organizational commitment and organizational culture) and the dependent variable (job satisfaction).

Population and Sample

Population: All permanent employees of PT. Bank Sumut, totaling 2,847 individuals. Sample: A total of 150 respondents were selected using purposive sampling, with the following criteria: permanent employees with a minimum tenure of two years, representing various job levels and divisions.

Data Collection Technique

Data were collected using a structured questionnaire with a 5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree). The questionnaire consisted of 60 statements divided into three sections: organizational commitment (18 items), organizational culture (22 items), and job satisfaction (20 items).

Data Analysis Technique

Data were analyzed using descriptive statistics and multiple linear regression with the help of SPSS version 25. Assumption tests conducted included normality, multicollinearity, and heteroscedasticity tests. Based on the analysis results and the research framework developed from the theories of each variable, the research framework can be formulated as follows :

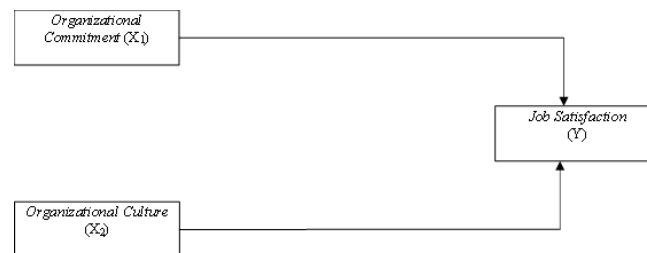


Figure 1. Research Model

RESEARCH FINDINGS

The Influence of Organizational Commitment on Job Satisfaction

Table 1. Regression Analysis Results

Aspect	Results	Interpretation
Regression Coefficient	$\beta = 0.421$	Every 1 unit increase in organizational commitment increases job satisfaction by 0.421 units
Significance	$p = 0.000 < 0.05$	Statistically significant effect
Direction of Relationship	Positive	The higher the organizational commitment, the higher the job satisfaction

Source: Processed data, SPSS version 25

Research findings indicate that organizational commitment has a positive and significant effect on employee job satisfaction at PT. Bank Sumut. This finding aligns with Meyer & Allen's (2021) theory, which states that employees with high commitment levels tend to develop a strong emotional attachment to the organization, thereby experiencing greater job satisfaction. This result is further supported by data showing that affective commitment received the highest score (3.72), indicating that employees at PT. Bank Sumut generally have a strong emotional bond with the company. However, the relatively lower score of continuance commitment (3.58) suggests the need for greater attention to competitive compensation and benefits to strengthen this dimension.

The Influence of Organizational Culture on Job Satisfaction

Table 2. Regression Analysis Results

Aspect	Results	Interpretation
Regression Coefficient	$\beta = 0.386$	Every 1 unit increase in organizational culture increases job satisfaction by 0.386 units
Significance	$p = 0.000 < 0.05$	Statistically significant effect
Direction of Relationship	Positive	The stronger the organizational culture, the higher the job satisfaction

Source: Processed data, SPSS version 25

Organizational culture was found to have a positive and significant effect on job satisfaction. This result is consistent with the study by Martinez & Thompson (2022), which demonstrated that a supportive organizational culture positively influences job satisfaction within the financial services industry. Analysis of the dimensions of organizational culture shows that mission (3.64) and consistency (3.61) received high scores, while involvement (3.48) and adaptability (3.35) remain areas that require improvement. These findings indicate the need to enhance employee participation in decision-making and organizational adaptability to change.

The Simultaneous Influence of Work Style and Work Motivation

Table 3. Regression Analysis Results

Aspect	Results	Interpretation
R Square	0.673	67.3% of job satisfaction variance is explained by both variables
F-count	151.34	-
Significance	$p = 0.000 < 0.05$	Significant simultaneous effect
Effect Size	Large Effect	Large practical effect

Source: Processed data, SPSS (2025)

Organizational commitment and organizational culture simultaneously contribute substantially (67.3%) to employee job satisfaction at PT. Bank Sumut. This indicates that both factors complement each other in creating optimal job satisfaction. These findings support the integrative model proposed by Liu et al. (2023), which suggests that the combination of high organizational commitment and a conducive organizational culture produces a greater impact on job satisfaction than the individual influence of each variable alone.

DISCUSSION

The Influence of Organizational Commitment on Job Satisfaction

The findings of this study reveal that organizational commitment has a positive and significant effect on employee job satisfaction at PT. Bank Sumut, as indicated by the regression coefficient value of $\beta = 0.421$ and a significance level of $p < 0.05$. This result demonstrates that an increase in employees' organizational commitment is associated with an increase in their level of job satisfaction. The findings support the theoretical framework proposed by Meyer and Allen (2021), which emphasizes that organizational commitment reflects a psychological attachment between employees and their organization. Employees who feel emotionally connected to their organization tend to develop more positive attitudes toward their work, resulting in higher levels of job satisfaction.

Among the dimensions of organizational commitment, affective commitment recorded the highest average score (3.72), indicating that employees generally possess a strong emotional attachment to PT. Bank Sumut. This finding suggests that employees who identify with organizational values and goals are more likely to experience positive emotions toward their work environment. Such emotional attachment contributes to feelings of pride, belonging, and engagement, which ultimately enhance job satisfaction. This result is consistent with previous studies conducted by Ribeiro et al. (2018) and Memon et al. (2020), which found that employees with higher affective commitment tend to report greater job satisfaction and stronger intentions to remain within the organization.

However, the relatively lower score of continuance commitment (3.58) indicates that employees may perceive limited economic or professional costs associated with leaving the organization. This finding may help explain the increasing employee turnover rate observed at PT. Bank Sumut. Although employees demonstrate emotional attachment to the organization, concerns regarding compensation, career advancement opportunities, and future benefits may weaken their intention to remain with the company over the long term. Therefore, management should strengthen compensation systems, career development programs, and employee retention strategies to improve continuance commitment and further enhance job satisfaction.

The results also suggest that organizational commitment functions as an important psychological mechanism through which employees develop positive perceptions of their work experiences. Employees who trust the organization, feel valued, and believe that organizational goals align with their personal values are more likely to experience fulfillment and satisfaction in their jobs. Consequently, efforts to strengthen employee commitment should be considered a strategic priority for PT. Bank Sumut in improving employee well-being and organizational performance.

The Influence of Organizational Culture on Job Satisfaction

The study also found that organizational culture has a positive and significant effect on job satisfaction, with a regression coefficient of $\beta = 0.386$ and a significance level of $p < 0.05$. This finding indicates that improvements in organizational culture are associated with higher levels of employee job satisfaction. The result supports Schein and Schein's (2020) perspective that

organizational culture serves as a shared system of values, beliefs, and norms that influences employee behavior and workplace experiences. A positive organizational culture creates a supportive environment where employees feel comfortable, valued, and motivated to perform effectively.

The analysis of organizational culture dimensions revealed that mission (3.64) and consistency (3.61) achieved the highest scores. These findings indicate that employees generally understand the organization's strategic direction and perceive a reasonable level of coordination and integration within the organization. A clear organizational mission provides employees with a sense of purpose and direction, which contributes positively to their work attitudes and satisfaction. Likewise, organizational consistency promotes stability and clarity in work processes, reducing uncertainty and enhancing employee confidence in organizational systems.

Despite these positive results, involvement (3.48) and adaptability (3.35) received comparatively lower scores, highlighting areas requiring managerial attention. The relatively low involvement score suggests that employees may not feel sufficiently included in decision-making processes, which is consistent with the organizational assessment indicating that 42% of employees feel inadequately involved in strategic decisions. Employee participation is an important factor in promoting ownership, engagement, and satisfaction. When employees perceive that their opinions are valued and considered, they are more likely to develop positive attitudes toward the organization.

Similarly, the lower adaptability score reflects challenges related to organizational flexibility and responsiveness to change. This finding aligns with the preliminary observations regarding resistance to innovation and change within PT. Bank Sumut. In the context of the banking industry's digital transformation, adaptability has become increasingly important for maintaining competitiveness and employee engagement. Employees working within adaptive organizational cultures are generally more receptive to innovation and experience lower levels of work-related stress during organizational change processes. Therefore, management should foster a culture that encourages learning, innovation, and cross-functional collaboration to strengthen adaptability and improve job satisfaction.

The findings are consistent with Martinez and Thompson (2022), who concluded that supportive organizational cultures significantly enhance job satisfaction in financial service organizations. The results also reinforce previous research suggesting that organizational culture serves as a critical contextual factor influencing employee attitudes, motivation, and overall workplace experiences.

The Simultaneous Influence of Organizational Commitment and Organizational Culture on Job Satisfaction

The simultaneous analysis demonstrated that organizational commitment and organizational culture jointly have a significant effect on employee job satisfaction, with an R Square value of 0.673 and a significance level of $p < 0.05$. This result indicates that 67.3% of the variation in job satisfaction among employees at PT. Bank Sumut can be explained by the combined influence of organizational commitment and organizational culture. The large effect size further

suggests that these variables play a substantial role in shaping employee satisfaction within the organization.

The findings imply that job satisfaction is not determined solely by individual psychological attachment to the organization or by organizational culture independently, but rather by the interaction between both factors. Employees are more likely to experience high levels of job satisfaction when they simultaneously possess strong commitment to the organization and operate within a supportive organizational culture. Organizational commitment provides employees with emotional and psychological attachment, while organizational culture creates the environmental conditions that support positive work experiences. Together, these factors create a synergistic effect that enhances employee satisfaction.

These results support the integrative model proposed by Liu et al. (2023), which argues that organizational commitment and organizational culture reinforce one another in influencing employee outcomes. A positive organizational culture encourages employee commitment by fostering trust, participation, and alignment with organizational values. In turn, committed employees are more likely to embrace and strengthen organizational culture through positive behaviors and active engagement. This reciprocal relationship contributes significantly to overall job satisfaction.

From a practical perspective, the findings suggest that management should not focus on improving organizational commitment or organizational culture in isolation. Instead, a comprehensive human resource strategy is required to simultaneously strengthen employee commitment and cultivate a positive organizational culture. Such initiatives may include improving employee involvement in decision-making, enhancing communication between management and employees, developing transparent career advancement systems, strengthening reward and recognition programs, and promoting innovation-oriented cultural values. By implementing these strategies, PT. Bank Sumut can create a more satisfying work environment, reduce turnover intentions, and improve organizational effectiveness in the increasingly competitive banking industry.

CONCLUSION

Based on the results of the study and the discussion presented, several conclusions can be drawn regarding the influence of organizational commitment and organizational culture on employee job satisfaction at PT. Bank Sumut.

First, organizational commitment has a positive and significant effect on employee job satisfaction. The regression analysis results indicate that organizational commitment contributes positively to employees' perceptions and experiences of their work. Employees who demonstrate stronger emotional attachment, identification, and involvement with the organization tend to experience higher levels of job satisfaction. Among the dimensions of organizational commitment, affective commitment emerged as the strongest component, indicating that employees generally possess a positive emotional bond with the organization. Therefore, strengthening organizational commitment can be considered an effective strategy for enhancing employee job satisfaction.

Second, organizational culture also has a positive and significant effect on employee job satisfaction. The findings suggest that a supportive organizational culture contributes to creating a work environment that encourages employee engagement, collaboration, and positive work attitudes. The dimensions of mission and consistency were found to be the strongest aspects of organizational culture at PT. Bank Sumut, reflecting employees' understanding of organizational goals and the existence of relatively stable organizational practices. However, the dimensions of involvement and adaptability require further improvement to ensure greater employee participation in decision-making processes and stronger responsiveness to organizational change. Enhancing these cultural dimensions is expected to contribute to higher levels of employee satisfaction.

Third, organizational commitment and organizational culture simultaneously have a significant effect on employee job satisfaction. The coefficient of determination ($R^2 = 0.673$) indicates that 67.3% of the variation in employee job satisfaction can be explained by the combined influence of these two variables, while the remaining 32.7% may be influenced by other factors not examined in this study. This finding demonstrates that organizational commitment and organizational culture complement one another in shaping employee satisfaction. Employees are more likely to experience greater job satisfaction when they possess a strong commitment to the organization and work within a supportive organizational culture.

Overall, the study concludes that improving employee job satisfaction at PT. Bank Sumut requires an integrated approach that simultaneously strengthens organizational commitment and organizational culture. Management should focus on enhancing employee involvement, providing transparent career development opportunities, improving reward and recognition systems, fostering effective communication, and promoting adaptability and innovation within the organization. Such initiatives are expected to increase employee satisfaction, reduce turnover intentions, strengthen organizational loyalty, and ultimately improve organizational performance in the increasingly competitive banking industry.

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