



Organizational Commitment As A Mediation Between Organizational Culture, Extrinsic Motivation, And Democratic Leadership On Job Satisfaction At Dinas Lingkungan Hidup Dan Kehutanan Daerah Istimewa Yogyakarta

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ABSTRACT

The purpose of this study is to explain organizational commitment as a mediation between organizational culture, extrinsic motivation, and democratic leadership on job satisfaction at the Dinas Lingkungan Hidup dan Kehutanan Daerah Istimewa Yogyakarta.. The population in this study amounted to 70 respondents. The sampling technique in this study was a census by taking the entire population of 70 respondents. The data collection used a questionnaire that was advertised to employees. This type of research uses quantitative methods and the use of primary data by involving the Smart PLS application. The analysis method focuses on descriptive analysis and inferential analysis consisting of Indicator Test, Model Fit Test, Hypothesis Test and Path Analysis. The results of this study prove that (1) Organizational culture influences organizational commitment (2) Extrinsic motivation influences organizational commitment (3) Democratic leadership influences organizational commitment (4) Organizational culture influences job satisfaction (5) Extrinsic motivation influences job satisfaction (6) Democratic leadership influences job satisfaction (7) Organizational commitment influences job satisfaction (8) Organizational commitment can be a mediating variable between the influence of organizational culture on job satisfaction (9) Organizational commitment can be a mediating variable between the influence of extrinsic motivation on job satisfaction (10) Organizational commitment can be a mediating variable between the influence of democratic leadership on job satisfaction.

INTRODUCTION

According to Sutrisno et al. (2022) said that HR or Human Resources is a field that comes from general management which includes various aspects of control, implementation, organization, and planning. One of the most important things is success in a company, namely always paying attention to the condition of the HR of employees or employees whose goal is to achieve a target in the company that has been prepared properly and neatly. Because of course the company is not only measured in terms of its finances but also the company's existing HR (Aung et al., 2023) .

The benchmark for the company will continue to develop by looking at how the company always pays attention to the condition of employees or employees who work starting from skills and working conditions (Kuncorowati et al., 2022) . In achieving an organization that is fully maximized and needed for an organization, an employee is needed to carry out his duties in the company optimally. Because of course this is a benchmark for the company to develop well in the future (Aliefiani et al., 2023) . There are several functions of organizational culture including providing organizational identity to an employee, facilitating collective commitment, promoting the stability of the social system and shaping behavior by helping managers feel their presence (Sugiono & Tobing, 2021) .

Job satisfaction is influenced by extrinsic motivation and is also influenced by democratic leadership. According to Suprianto et al., (2024) leadership is a crucial element for the sustainability and development of an organization or an organization, including a leader requiring the presence of his subordinates as targets in providing direction, guidance, and motivation in achieving organizational goals. Suprianto et al., (2024) democratic leadership is leadership that respects an individual employee or employee in developing the common good and allows an individual's freedom to act according to direction.

Democratic leadership influences employee job satisfaction and will be determined by how a leader can lead the state of the institution or company (Novitasari et al., 2020) . Surentu et al., (2024) said that organizational commitment is a feeling of being part of an organization and wanting to remain in the organization and not wanting to leave an organization so that organizational commitment is an emotional drive in a positive sense that exists in an employee or employee who wants his career to advance, is committed to pursuing excellence and achieving achievements and employees who feel important to the service who are committed to improving competence. Agus et al. 2021) . The results of high organizational commitment will result in good work performance, low absenteeism, and low employee *turnover* (Surentu et al., 2024) . So there are several dimensions of commitment within the organization, including affective commitment related to the emotional relationship of members to their organization, identification with the organization, and member involvement in activities in the organization (Wahyudi, 2024) .

LITERATURE REVIEW

Organizational Culture

Culture is part of a person's life both in everyday life and in organizational or company life. According to Mintzberg's theory in Salfitri, (2020) organizational culture is an organizational ideology or tradition that exists in an organization that distinguishes it from other organizations and of course provides a certain life to the framework of its organizational structure. John Van Maanen and Stephen Barley in Amrozi, (2021) stated that there are 4 areas of organizational culture, namely:

1. Ecological context (ecological context)

It is the world, physical time, history, and social context in which the organization develops and operates.

2. Differential Interaction (differential interaction)

An organization consisting of networks to find cultural parts within the organization.

3. Collective Understanding (shared understanding)

It is a shared way of explaining messages containing content from organizational culture which consists of ideas, values, standards of goodness (ideals) and habits.

4. Individual Domain (individual domain)

It consists of the actions or habits of individuals at work. Bangun w, (2019) said that culture shows a picture or special characteristics of a particular group or organization that is in the midst of society in carrying out activities and solving existing problems. So that the culture of a company can have a significant influence, especially if the culture is strong, a strong culture in an organization can have a positive impact such as being able to increase competitiveness, so that it can take action and be coordinated against competitors and customers (Bangun w, 2019).

Culture will direct employees who have more competence to be able to improve and achieve common goals within the company or organization. According to Mintzberg's theory in Salfitri, (2020) says that organizational culture is an organizational ideology or tradition that exists in an organization that distinguishes it from other organizations and of course gives a certain life to the framework of its organizational structure. Meanwhile, Jerald Greenberg and Robert A. Baron in Salfitri, (2020) say that organizational culture is a cognitive framework consisting of attitudes, values, behavioral norms and expectations that are accepted together by members of the organization. Sugiono & Tobing, (2021) said that organizational culture is a set of basic assumptions and beliefs held by members of an organization, then developed and inherited to overcome external adaptation problems and internal integration problems. Organizational culture emerges in an organization because of the attachment of an employee to his organization and fellow employees who work.

Extrinsic Motivation

Motivation is a series of attitudes of an individual and values that influence an individual to achieve more specific goals (Dewi et al., 2019). Zebua, (2021) said that there is a theory of motivation based on needs, namely McClelland's Theory which focuses on three needs, namely:

- a) The need for achievement is a need within an individual that can motivate him to try as best as possible to be able to fulfill his needs.
- b) The need for power is a person's tendency to have influence over others so that he is not considered weak.
- c) The need for affiliation is the desire to have good interpersonal relationships with other people in a friendly and intimate manner.

According to Surentu et al., (2024) said that in general and directly there are several factors that have a very large influence on company performance, namely individual factors, such as competence, discipline, and others. while there are also factors from outside the employee such as the work environment, organizational culture, leadership and others. from these two factors, it turns out that there are several factors that can be categorized as factors from within and outside an employee, including motivation, job satisfaction and others (Efendi et al., 2022).

METHODS

Data Analysis Methods

This type of research uses quantitative methods and uses primary data involving the Smart PLS application. The analysis method focuses on descriptive analysis and inferential analysis consisting of Indicator Test, Model Fit Test, Hypothesis Test and Path Analysis.

RESULTS

Figure 1 Indicator Test Results

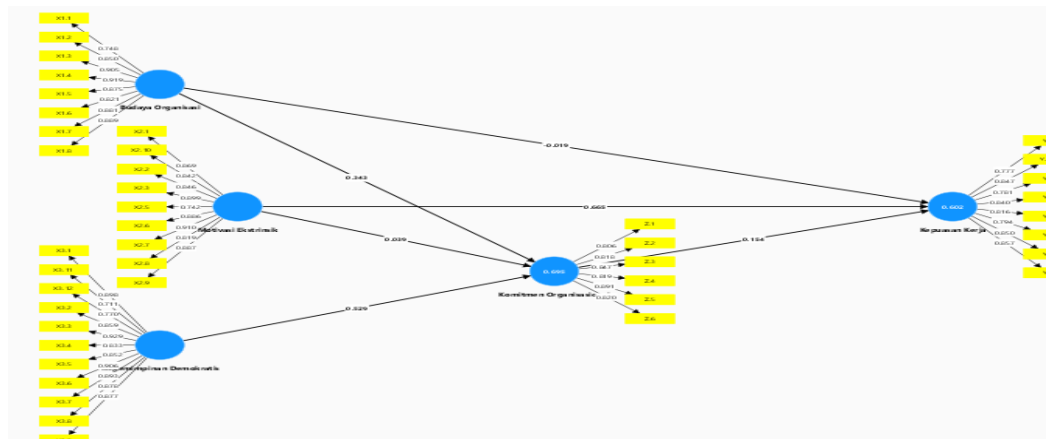


Figure 1 the results of the indicator test above show that the indicators tested show that the indicators are valid > 0.7. The following is a table showing valid indicators:

Convergent Validity

Table 1 Convergent Validity

Ite ms (X1)	Organizati onal Culture (X1)	Ite ms (X2)	Extrinsi c Motivati on (X2)	Ite ms (X3)	Democr atic Leaders hip (X3)	Ite m (Z)	Organizati onal Commitme nt (Z)	Ite m (Y)	Job Satisfact ion (Y)
X1.1	0.748	X2.1	0.869	X3.1	0.898	Z.1	0.806	Y.1	0.777
X1.2	0.850	X2.2	0.842	X3.2	0.859	Z.2	0.818	Y.2	0.781
X1.3	0.905	X2.3	0.846	X3.3	0.929	Z.3	0.847	Y.3	0.840
X1.4	0.919	X2.5	0.899	X3.4	0.833	Z.4	0.819	Y.4	0.816
X1.5	0.875	X2.6	0.742	X3.5	0.852	Z.5	0.891	Y.7	0.794
X1.6	0.821	X2.7	0.886	X3.6	0.906	Z.6	0.820	Y.8	0.850
X1.7	0.881	X2.8	0.910	X3.7	0.893			Y.9	0.857
X1.8	0.889	X2.9	0.819	X3.8	0.878			Y.10	0.847
		X2.10	0.887	X3.9	0.877				
				X3.11	0.711				
				X3.12	0.770				

Convergent validity is tested using other loading from the table results, showing all indicators have validity of more than 0.7, therefore, the indicators used in this study have sufficiently developed each construct to be measured. So based on the table above shows all items from several variables namely Intrinsic motivation, emotional intelligence, distributive justice, work involvement and OCB are valid above 7.0.

Composite Reliability**Table 2 Composite Reliability**

Variables	Composite Reliability
Organizational Culture (X1)	0.956
Extrinsic Motivation (X2)	0.964
Democratic Leadership (X3)	0.938
Organizational Commitment (Z)	0.918
Job Satisfaction (Y)	0.961

Source: Primary Data processed 2024

The construct is declared reliable if the composite reliability has a value above 0.70. can be seen in table 2 composite reliability above which shows all reliable variables above 0.70 (Ghazali, 2020) .

Hypothesis Testing**Table 3 Summary of Hypothesis Test Results**

Hypothesis	Original Sample (O)	T Statistics	P value	Caption
Organizational Culture --> Organizational Commitment	0.721	3.419	0.001	Proven
Extrinsic Motivation --> Organizational Commitment	0.773	9,449	0.000	Proven
Democratic Leadership --> Organizational Commitment	0.754	9,437	0.000	Proven
Organizational Culture --> Job Satisfaction	0.499	3.419	0.001	Proven
Extrinsic Motivation --> Job Satisfaction	0.659	5,787	0.000	Proven
Democratic Leadership --> Job Satisfaction	0.709	4.628	0.000	Proven
Organizational Commitment --> Job Satisfaction	0.499	3.419	0.001	Proven

Based on the table above, it can be concluded:

1. H1 shows that the influence between the organizational culture variable (X1) on the dependent variable of organizational commitment (Z) has a positive coefficient influence value of 0.721 and has a significant influence as shown by the P Value of 0.001, meaning it is smaller than 0.05 ($0.001 < 0.05$), so it can be stated that there is a positive and significant influence between the organizational culture variable and organizational commitment.
2. H2 shows that the influence between the extrinsic motivation variable (X2) on the dependent variable of organizational commitment (Z) has a positive coefficient influence value of 0.773 and has a significant influence as shown by the P Value of 0.000, meaning it is smaller than 0.05 ($0.000 < 0.05$), so it can be stated that there is a positive and significant influence between the extrinsic motivation variable and organizational commitment.
3. H3 shows that the influence between the democratic leadership variable (X3) on the dependent variable of organizational commitment (Z) has a positive coefficient influence value of 0.754 and has a significant influence as shown by the P Value of 0.000, meaning it is

- smaller than 0.05 ($0.000 < 0.05$), so it can be stated that there is a positive and significant influence between the democratic leadership variable and organizational commitment.
4. H4 shows that the influence between the organizational culture variable (X1) on the dependent variable of job satisfaction (Y) has a positive coefficient influence value of 0.499 and has a significant influence as shown by the P Value of 0.001, meaning it is smaller than 0.05 ($0.000 < 0.05$), so it can be stated that there is a positive and significant influence between the organizational culture variable and job satisfaction.
 5. H5 shows that the influence between the extrinsic motivation variable (X2) on the dependent variable of job satisfaction (Y) has a positive coefficient influence value of 0.659 and has a significant influence as shown by the P Value of 0.000, meaning it is smaller than 0.05 ($0.000 < 0.05$), so it can be stated that there is a positive and significant influence between the organizational culture variable and job satisfaction.
 6. H6 shows that the influence between the organizational culture variable (X3) on the dependent variable of job satisfaction (Y) has a positive coefficient influence value of 0.709 and has a significant influence as shown by the P Value of 0.000, meaning it is less than 0.05 ($0.000 < 0.05$), so it can be stated that there is a positive and significant influence between the organizational culture variable and job satisfaction.
 7. H7 shows that the influence between the organizational commitment variable (Y) on job satisfaction (Y) has a positive coefficient influence value of 0.499 and has a significant influence as shown by the P Value of 0.001, meaning it is smaller than 0.05 ($0.001 < 0.05$), so it can be stated that there is a positive and significant influence between organizational commitment and job satisfaction.

Mediation Analysis

Table 4 Summary of Mediation Analysis Results

Hypothesis	Original Sample (O)	T Statistics (O/STDEV)	P Value	Caption
Organizational Culture --> Organizational Commitment --> Job Satisfaction	0.360	3.425	0.001	Proven
Extrinsic Motivation --> Organizational Commitment --> Job Satisfaction	0.551	5,504	0.000	Proven
Democratic Leadership --> Organizational Commitment --> Job Satisfaction	0.565	5.488	0.000	Proven

Organizational Commitment As A Mediator Between Organizational Culture And Job Satisfaction

Based on the mediation analysis table, namely organizational commitment as a mediator between organizational culture and job satisfaction, the original sample value is 0.360, the p value is 0.001 and the t statistic value is 3.425. So the results of the mediation analysis, namely organizational commitment as a mediator between organizational culture and job satisfaction, are proven.

Organizational Commitment As A Mediator Between Extrinsic Motivation And Job Satisfaction

Based on the mediation analysis table, namely organizational commitment as a mediator between extrinsic motivation and job satisfaction, the original sample value is 0.551, the p value is 0.000 and the t statistic value is 5.504. So the results of the mediation analysis, namely

organizational commitment as a mediator between organizational culture and job satisfaction are proven.

Organizational Commitment As A Mediator Between Democratic Leadership And Job Satisfaction

Based on the table of mediation analysis results, namely organizational commitment as a mediator between democratic leadership and job satisfaction, the original sample value is 0.565, the p value is 0.000 and the t statistic value is 5.488. So that the results show that organizational commitment as a mediator between democratic leadership and job satisfaction is proven.

DISCUSSION

Organizational Culture Influences Organizational Commitment

The results of the Hypothesis test show that the influence between the independent variable of organizational culture (X1) on the dependent variable of organizational commitment (Z) has a positive coefficient influence value of 0.721 and has a significant influence as shown by the P Value of 0.001, meaning it is smaller than 0.05 ($0.001 < 0.05$), so it can be stated that there is a positive and significant influence between the organizational culture variable and organizational commitment. Bangun w, (2019) said that culture shows a picture or special characteristics of a particular group or organization that is in the midst of society in carrying out activities and solving existing problems.

Extrinsic Motivation Influences Organizational Commitment

The results of the Hypothesis test show that the influence between the independent variable of extrinsic motivation (X2) on the dependent variable of organizational commitment (Z) has a positive coefficient influence value of 0.773 and has a significant influence as shown by the P Value of 0.000, meaning it is less than 0.05 ($0.000 < 0.05$), so it can be stated that there is a positive and significant influence between the extrinsic motivation variable and organizational commitment. This is in line with the results of research conducted by Novitasari et al., (2020) which states that there is a positive and significant relationship between extrinsic motivation and organizational commitment. Extrinsic motivation is anything that is obtained through one's own observation, or through existing suggestions, recommendations or encouragement from other people (Septianti & Frastuti, 2019).

Democratic Leadership Influences Organizational Commitment

The results of the Hypothesis test show that the influence between the independent variable of democratic leadership (X3) on the dependent variable of organizational commitment (Z) has a positive coefficient influence value of 0.754 and has a significant influence as shown by the P Value of 0.000, meaning it is less than 0.05 ($0.000 < 0.05$), so it can be stated that there is a positive and significant influence between the democratic leadership variable and organizational commitment. This study is also in line with the results of research conducted by Abdillah et al., (2023) which states that there is a significant relationship between democratic leadership and organizational commitment. According to Suprianto et al., (2024), leadership is an element for the sustainability and development of an organization. A leader really needs his presence as a target to provide direction, guidance and motivation in achieving the goals of a company or organization.

Organizational Culture Influences Job Satisfaction

The results of the Hypothesis test show that the influence between the independent variable of organizational culture (X1) on the dependent variable of job satisfaction (Y) has a positive coefficient influence value of 0.499 and has a significant influence as shown by the P

Value of 0.001, meaning it is less than 0.05 ($0.001 < 0.05$), so it can be stated that there is a positive and significant influence between the organizational culture variable and job satisfaction. This is also in accordance with research conducted by Paramita et al. (2020) which states that organizational culture has a positive and significant effect on job satisfaction. This impact will also provide efficiency in the development of the company or organization because there are employees who always want to learn and place their work in accordance with the culture or customs in the workplace. Jerald Greenberg and Robert A. Baron in Salfitri, (2020) say that organizational culture is a cognitive framework consisting of attitudes, values, behavioral norms and expectations that are accepted together by members of the organization.

Extrinsic Motivation Influences Job Satisfaction

The results of the Hypothesis test show that the influence between the independent variable of extrinsic motivation (X2) on the dependent variable of job satisfaction (Y) has a positive coefficient influence value of 0.659 and has a significant influence as shown by the P Value of 0.000, meaning less than 0.05 ($0.000 < 0.05$), so it can be stated that there is a positive and significant influence between the organizational culture variable and job satisfaction. The results of this study are also in line with research conducted by Novianti & Ramli, (2024) which states that extrinsic motivation has a positive and significant effect on job satisfaction. As stated by Dewi et al., (2019) who said that motivation can determine whether or not goals are achieved, so the greater the motivation, the greater the desire to try, be persistent in working and never give up, conversely for an employee who has low motivation, it will result in a decrease in their sense of work.

Democratic Leadership Influences Job Satisfaction

The results of the Hypothesis test show that the influence between the independent variable of organizational culture (X3) on the dependent variable of job satisfaction (Y) has a positive coefficient influence value of 0.709 and has a significant influence as shown by the P Value of 0.000, meaning it is less than 0.05 ($0.000 < 0.05$), so it can be stated that there is a positive and significant influence between the organizational culture variable and job satisfaction.

According to Mattayang, (2019) the democratic leadership type is the human factor as the main factor which is very important in every group or organization, this democratic type shows more dominance of behavior as a protector and savior as well as behavior that shows and develops the organization for its future. The success of an organization or company is certainly seen from how a leader provides direction and support to his employees, including a leader must provide encouragement to his employees to continue learning and achieve as much as possible.

Organizational Commitment Affects Job Satisfaction

The results of the Hypothesis test show that the influence between the dependent variable of organizational commitment (Z) on job satisfaction (Y) has a positive coefficient influence value of 0.499 and has a significant influence as shown by the P Value of 0.001, meaning it is smaller than 0.05 ($0.001 < 0.05$), so it can be stated that there is a positive and significant influence between organizational commitment and job satisfaction.

Of course, a high organizational commitment will provide excellent performance including a low level of employee absenteeism and will also reduce the desire to enter and exit (turnover) from the workplace (Wahyuningsih, 2024). The level of organizational commitment will provide a sense of responsibility that a person has towards the goals, mission, and vision of the organization they join.

Organizational Commitment As A Mediator Between Organizational Culture And Job Satisfaction

Based on the mediation analysis table, namely organizational commitment as a mediator between organizational culture and job satisfaction, it shows an original sample value of 0.360, a p value of 0.001 and a t statistic value of 3.425. So the results of the mediation analysis, namely organizational commitment as a mediator between organizational culture and job satisfaction, are proven. Of course, with good adjustments between fellow co-workers will increase the sense of brotherhood in the workplace. This sense of brotherhood will also be a mediator between fellow co-workers and can help each other even though they have different backgrounds. So that it will increase the sense of commitment to the workplace and will also feel satisfaction in working which has become his responsibility.

Organizational Commitment As A Mediator Between Extrinsic Motivation And Job Satisfaction

Based on the mediation analysis table, namely organizational commitment as a mediator between extrinsic motivation and job satisfaction, the original sample value is 0.551, the p value is 0.000 and the t statistic value is 5.504. So the results of the mediation analysis, namely organizational commitment as a mediator between organizational culture and job satisfaction are proven.

Motivation or encouragement has a great influence on the formation of job satisfaction for an employee, therefore motivation is given great attention and needs to be given great attention, especially when it concerns extrinsic motivation or encouragement from outside an employee.

Organizational Commitment As A Mediator Between Democratic Leadership And Job Satisfaction

Based on the table of mediation analysis results, namely organizational commitment as a mediator between democratic leadership and job satisfaction, the original sample value is 0.565, the p value is 0.000 and the t statistic value is 5.488. So that the results show that organizational commitment as a mediator between democratic leadership and job satisfaction is proven. Based on the results of research conducted by Astuti et al. (2024) it was proven that there is an influence of leadership style on job satisfaction as a reference that a leader's democratic leadership is an intermediary for employees to feel satisfaction in their work.

CONCLUSION

Based on the test results, it shows that organizational culture has a positive and significant effect on organizational commitment, extrinsic motivation has a positive and significant effect on organizational commitment, democratic leadership has a positive and significant effect on organizational commitment, organizational culture has a positive and significant effect on job satisfaction, extrinsic motivation has a positive and significant effect on job satisfaction, democratic leadership has a positive and significant effect on job satisfaction, organizational commitment has an effect on job satisfaction, organizational commitment is able to mediate between the influence of organizational culture on job satisfaction, organizational commitment is able to mediate between the influence of extrinsic motivation on job satisfaction, and organizational commitment is able to mediate between the influence of democratic leadership on job satisfaction.

SUGGESTION

This study can be used as a reference for further research that examines employee job satisfaction. So that further researchers look for other causal factors of the hypothesis other

than the variables or hypotheses that have been used by researchers at this time, such as compensation, and career development for employees or can use the same variables by expanding the research area or adding samples used so that it will provide a broader picture of employee job satisfaction.

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