



# The Influence of Organizational Culture, Compensation, and Work Discipline on Organizational Commitment through Job Satisfaction

Agung Kurniawan Pradana<sup>1</sup>, Corry Yohana<sup>2</sup>, Christian Wiraddendi Wolor<sup>3</sup>

Program Studi Magister Manajemen, Fakultas Ekonomi dan Bisnis, Universitas Negeri Jakarta, Indonesia<sup>1</sup>, Universitas Negeri Jakarta, Indonesia<sup>2,3</sup>

---

## Abstract

This study examines the impact of organizational culture, compensation, and work discipline on organizational commitment through job satisfaction as an intervening variable at PT. Satria Antarana Prima Tbk (SAP Express) Hub Depok. Using a quantitative approach with a sample of 189 employees, the results reveal that organizational culture has a significant but negative effect on organizational commitment. Compensation also shows a negative relationship with commitment, indicating that while financial rewards are important, they do not foster emotional attachment or long-term loyalty. In contrast, work discipline and job satisfaction have a positive and significant impact on organizational commitment. Furthermore, job satisfaction acts as a mediating variable, strengthening the positive relationship between work discipline, compensation, and organizational commitment. The findings suggest that improving organizational culture and compensation systems, while maintaining strong work discipline, can enhance employee commitment and satisfaction. This research contributes to understanding the dynamics of organizational commitment and offers recommendations for enhancing organizational practices to improve employee retention and performance.

---

## Keywords:

Organizational Culture,  
Compensation,  
Work Discipline,  
Organizational Commitment,  
Job Satisfaction,  
Employee Retention,  
Mediating Variables.

---

## Corresponding Author:

Agung Kurniawan Pradana  
Email:  
[kurniawanagung140600@gmail.com](mailto:kurniawanagung140600@gmail.com)



This is an open access article under the CC BY license.

---

## INTRODUCTION

The success of an organization in achieving its goals is highly dependent on the quality of human resources (HR) and the level of employee performance. Effective HR management can enhance organizational commitment, which plays a critical role in driving employees to contribute their energy, creativity, and efforts optimally. This is essential for ensuring sustainable organizational change (Febriani et al., 2023).

Commitment to the organization reflects employee loyalty and integrity in carrying out their tasks. As explained by Meiyanti, organizational commitment includes employees' desire to remain actively involved and contribute responsibly (Meiyanti, 2022). Understanding employee commitment is the first step in building a harmonious and productive work environment.

Several factors influence organizational commitment, including organizational culture, compensation, work discipline, and job satisfaction. Previous research indicates that organizational culture positively correlates with organizational commitment (Yanto & Jaenab, 2020), compensation significantly affects organizational commitment (Putra & Mardikaningsih, 2021), and work discipline influences organizational commitment through job satisfaction (Surito et al., 2019). Additionally, job satisfaction has been shown to positively influence organizational commitment (Argon & Liana, 2020).

However, despite numerous studies on factors affecting organizational commitment, research examining the relationship between organizational culture, compensation, work discipline, and job satisfaction through intervening variables is still limited. This creates a research gap that needs to be addressed. Therefore, this study aims to fill this gap by examining how organizational culture, compensation, and work discipline influence organizational commitment through job satisfaction as an intervening variable at PT. Satria Antaran Prima (SAP Express).

This research is relevant given the low employee commitment, as reflected in the decline in the number of employees at PT. Satria Antaran Prima, which decreased from 8,133 employees in 2023 to 4,326 in 2024 (Annual Report SAP Express, 2024). This decline in employee numbers highlights the importance of a deeper understanding of the factors influencing employee commitment to the organization.

This study focuses on the impact of organizational culture, compensation, and work discipline on organizational commitment through job satisfaction as an intervening variable at PT. Satria Antaran Prima (SAP Express). The main issue to be investigated is how these factors influence employee commitment to the organization and how job satisfaction acts as a mediator in this relationship. The study will also explore the direct relationships between organizational culture, compensation, and work discipline with job satisfaction, as well as their impact on organizational commitment.

The primary objective of this study is to examine the influence of organizational culture, compensation, and work discipline on organizational commitment, with job satisfaction as an intervening variable. This study aims to identify the extent to which these factors are interrelated and affect employee commitment to the organization. Furthermore, the study will explore how job satisfaction strengthens the relationship between organizational culture, compensation, and work discipline in influencing organizational commitment, which in turn can provide insights for the company to design policies that improve employee performance and loyalty.

This research is expected to enrich the literature in the field of human resource management, particularly in understanding the relationship between organizational culture, compensation, and work discipline on organizational commitment through job satisfaction as an intervening variable. The findings may also serve as a reference for future studies in different organizational contexts.

This study is expected to provide practical recommendations for management at PT. Satria Antaran Prima (SAP Express) in formulating policies that can enhance employee commitment through strengthening organizational culture, providing fair compensation, and ensuring good work discipline. Additionally, the findings can be used to improve the company's internal policies, boosting employee well-being and job satisfaction, ultimately improving overall organizational performance and productivity.

## **METHOD**

This study was conducted at PT. Satria Antaran Prima Tbk (SAP Express), located at Jl. Tugu Raya, Tugu, Kec. Cimanggis, Depok City, West Java, with a research duration of five months, starting from September 2025. The study adopts a quantitative approach, which aims to convert data into numerical forms that can be analyzed statistically

(Malhotra et al., 2017). This study is an associative research aimed at analyzing the relationships between the variables. The primary instrument used is a questionnaire distributed to a sample that was determined based on a relevant population. This approach follows the guidelines suggested by Sugiyono, who highlights that quantitative research methods are essential for examining relationships between variables in a structured and statistical manner (Sugiyono & Lestari, 2021).

The population in this study consists of all employees in the operational warehouse division of SAP Express, totaling 355 employees. The sampling method used is probability sampling, which gives each element of the population an equal chance of being selected as part of the research sample. Based on the Taro Yamane formula, the calculated sample size is 189 respondents, with a margin of error of 5%.

This study uses three main types of variables: independent variables (Organizational Culture, Compensation, Work Discipline), intervening variable (Job Satisfaction), and dependent variable (Organizational Commitment). Data collection was carried out through literature review and field study, with questionnaires distributed to employees in the operational warehouse division of SAP Express. A Likert scale with five points was used to measure respondents' perceptions of the statements presented.

Data analysis was conducted using Structural Equation Modeling (SEM) with a Partial Least Squares (PLS) approach. Prior to the main data collection, a pilot test was conducted to ensure the validity and reliability of the questionnaire, which was then analyzed using SmartPLS 3.2.7 software. Validity and reliability testing were carried out by measuring outer loadings and Cronbach's Alpha, as well as testing for convergent validity and construct reliability.

## RESULT AND DISCUSSION

### Description of the Analysis Unit

PT. Satria Antaran Prima (SAP Express), established in 2014 in Jakarta, Indonesia, is a logistics and delivery service company that integrates technology in its operations. As a pioneer of Android-based courier services in Indonesia, SAP Express offers real-time package tracking through its digital platform. The company provides nationwide distribution services for packages and documents, with a focus on speed, accuracy, and reliability.

### Respondent Characteristics

The respondents for this study consisted of 189 employees from the operational warehouse at SAP Express Hub Depok. Key demographic characteristics include gender, age, education level, and years of service, which are important for understanding the workforce composition and how these factors might influence the results.

#### 1. Gender Distribution

The distribution of respondents by gender is as follows:

**Table 1.** Respondent Characteristics by Gender

No	Gender	Frequency	Percentage (%)
1	Male	120	63
2	Female	69	37
	Total	189	100

The gender distribution shows a predominance of male employees, which aligns with the nature of work in logistics, which typically requires high physical mobility and operational tasks.

#### 2. Age Distribution

Respondents' age distribution is shown below:

**Table 2.** Respondent Characteristics by Age

No	Age Group	Frequency	Percentage (%)
1	18–25 years	67	35
2	26–35 years	70	37
3	36–45 years	29	15
4	46–55 years	15	8
5	>55 years	8	4
	Total	189	100

A large proportion (72%) of employees are in the productive age range of 18-35 years, which is ideal for high-energy and adaptable roles in a fast-paced industry.

### 3. Education Level

The education levels of the respondents are summarized in the table below:

**Table 3.** Respondent Characteristics by Education Level

No	Education Level	Frequency	Percentage (%)
1	High School/Vocational	38	20
2	Diploma (D3)	32	17
3	Bachelor's Degree (S1)	99	52
4	Master's Degree (S2)	20	11
	Total	189	100

The workforce is highly educated, with 52% holding a bachelor's degree (S1), which supports the company's reliance on employees who can understand and implement technological systems effectively.

### 4. Years of Service

The distribution of years of service among respondents is shown below:

**Table 4.** Respondent Characteristics by Years of Service

No	Years of Service	Frequency	Percentage (%)
1	<1 year	25	13
2	1–2 years	55	29
3	3–5 years	69	37
4	>5 years	40	21
	Total	189	100

A majority of employees (37%) have worked at SAP Express for 3–5 years, reflecting moderate employee retention and a stable workforce, which is important for maintaining operational continuity.

## Research Variables

The description of the research variables is a summary of the respondents' answer tabulation for the following variables: Organizational Commitment, Organizational Culture, Compensation, Work Discipline, and Job Satisfaction.

### 1. Organizational Commitment (Y)

The Organizational Commitment variable is measured through three indicators: Affective Commitment, Continuance Commitment, and Normative Commitment. The overall average score for Organizational Commitment was 2.70, indicating a neutral-to-moderately positive response from employees. The highest score was observed in

Normative Commitment (average score: 2.85), indicating a moral obligation to stay with the organization. On the other hand, the lowest score was observed in Continuance Commitment (average score: 2.46), which suggests employees stay primarily due to career stability rather than emotional attachment.

**Table 5.** shows the average scores for each indicator.

Indicator	Highest-Scoring Item	Average Score
Affective Commitment	"I am proud to be part of this organization."	2.64
Continuance Commitment	"I stay in this organization because leaving would affect my career stability."	2.46
Normative Commitment	"I feel morally obligated to stay in this organization."	2.85

## 2. Organizational Culture (X1)

The overall score for Organizational Culture was 3.19, reflecting a generally positive perception of the company's culture. High adherence to norms was observed, particularly for the item "I accept and follow company rules", which received a high score of 3.47. However, the item "I am supported by my coworkers" received a lower score of 2.84, indicating the need for improvement in collaboration and support within teams.

**Table 6.** summarizes the findings for Organizational Culture.

Indicator	Highest-Scoring Item	Average Score
Norms	"I accept and follow company rules."	3.47
Collaboration	"I am supported by my coworkers."	2.84
Overall Culture	Average for all items	3.19

## 3. Compensation (X2)

The Compensation variable had an average score of 2.92, indicating a generally satisfactory response from employees. The highest-rated item was "I receive a salary that is appropriate for my contribution" (average score: 3.10). However, the item "I receive incentives based on my work quality" received the lowest score (average score: 2.76), indicating that the incentive system might not fully align with employee performance.

**Table 7.** shows the compensation-related items with the highest and lowest average scores.

Indicator	Highest-Scoring Item	Average Score
Salary	"I receive a salary that is appropriate for my contribution."	3.10
Incentives	"I receive incentives based on my work quality."	2.76
Overall Compensation	Average for all items	2.92

## 4. Work Discipline (X3)

The Work Discipline variable had an average score of 2.98, reflecting a general adherence to organizational rules and norms. The highest-rated item was "I never break company rules", with an average score of 3.36, indicating strong compliance. However, the lowest score was for "I leave work on time", which had an average of 2.77, suggesting that time management could be an area for improvement.

**Table 8.** highlights the results for Work Discipline

Indicator	Highest-Scoring Item	Average Score
Rule Compliance	"I never break company rules."	3.36
Punctuality	"I leave work on time."	2.77
Overall Work Discipline	Average for all items	2.98

## 5. Job Satisfaction (Z)

The Job Satisfaction variable had an average score of 2.74, indicating that employees are moderately satisfied with their work environment. The highest-rated item was "The salary I receive meets my secondary needs" (score: 2.88), reflecting the importance of compensation in overall job satisfaction. The lowest-rated item was "I understand the career advancement system" (score: 2.60), indicating a lack of clarity regarding career progression opportunities within the company.

**Table 9.** provides a summary of the Job Satisfaction variable

Indicator	Highest-Scoring Item	Average Score
Salary	"The salary I receive meets my secondary needs."	2.88
Career Advancement	"I understand the career advancement system."	2.60
Overall Job Satisfaction	Average for all items	2.74

## Discussion

Based on the research findings regarding the influence of organizational culture, compensation, and work discipline on organizational commitment through job satisfaction as an intervening variable at PT. Satria Antaran Prima Tbk (SAP Express) Hub Depok, it was found that organizational culture, although having a significant effect on organizational commitment, shows a negative relationship. This indicates that the current organizational culture does not fully align with the expectations and needs of employees, which can cause discomfort in the workplace. These findings are in line with research by Yanto & Jaenab and Oupen et al., which showed that a misaligned culture can reduce employee attachment to the organization (Oupen et al., 2020; Yanto & Jaenab, 2020). Similar findings were noted by Al-Bataineh, Ibrahim, and Fadzil, who also found that misaligned organizational culture negatively affects employee commitment, especially when it fails to meet employee expectations (Al-Bataineh et al., 2019). Therefore, the company needs to reassess and adapt its work culture to be more inclusive and in line with employee values and expectations to create a better work environment.

On the other hand, compensation shows a significant negative relationship with organizational commitment, indicating that although compensation plays a crucial role as a reward for employees' work, it is still transactional and does not foster strong emotional attachment to the organization. Compensation is often seen merely as fulfilling financial needs, rather than as a means of strengthening long-term ties with the company. This is consistent with research by Handoko & Rambe, emphasizing that a compensation system should not only meet financial needs but also motivate employees to increase loyalty and attachment to the organization (Handoko & Rambe, 2018).

Work discipline, on the other hand, shows a positive and significant effect on organizational commitment. This finding suggests that employees who adhere to rules, are punctual at work, take responsibility for their tasks, and have good attendance are more likely to be strongly committed to the organization. Proper work discipline fosters professionalism and consistency in performing roles, thus increasing employees' sense of ownership and responsibility towards the organization. This finding is consistent with Ajis, Notosudjono, and Setyaningsih, who emphasize that strengthening work-life quality and professional commitment enhances organizational behaviors, ultimately supporting organizational commitment (Ajis et al., 2021). These results align with research by Mufarrohah & Sumartik and Hasan, which stress the importance of discipline in enhancing organizational commitment (Hasan & Suhermin, 2020; Mufarrohah, 2022). However, despite the positive contribution of work discipline to commitment, there are weaknesses in punctuality that need to be addressed. Organizations need to place more emphasis on improving time discipline to make work discipline more balanced and better strengthen employees' attachment and commitment to the organization.

Job satisfaction has a positive and significant influence on organizational commitment. This shows that employees who are satisfied with aspects such as leadership, relationships with coworkers, and compensation systems are more likely to be committed to the organization. These findings support previous research that indicates job satisfaction is a key factor in strengthening employee attachment to the company (Rahayu et al., 2019; Tanjung, 2020). This finding is supported by Ellys and Ie, who explored how job satisfaction and organizational culture are strongly correlated in influencing organizational commitment (Ellys & Ie, 2020). Therefore, it is essential for organizations to improve aspects that influence job satisfaction so that employees' commitment can be sustained and developed in the long term.

Furthermore, organizational culture has a negative effect on job satisfaction, indicating that when organizational culture does not align with employees' needs, it can reduce their job satisfaction. The organization needs to evaluate and adjust its work culture to better align with the conditions and needs of employees, thus enabling organizational culture to positively impact job satisfaction and support the performance and sustainability of the organization. This is consistent with research by Murtiningsih and Imran et al., which revealed that a misaligned organizational culture can lower job satisfaction (Imran, 2023; Murtiningsih, 2020).

Compensation also has a positive effect on job satisfaction, as employees who receive fair salaries, appropriate incentives, sufficient leave entitlements, and supportive work facilities tend to feel more valued and cared for by the organization. This creates a comfortable and secure working environment, allowing employees to perform their tasks with greater peace of mind and satisfaction. This study demonstrates that improving the compensation system not only meets employees' material needs but also provides recognition for their contributions. Therefore, organizations need to maintain and enhance the quality of their compensation systems so that job satisfaction can continue to rise, positively impacting performance and organizational continuity.

Work discipline, when applied consistently, also has a positive effect on job satisfaction. Employees who feel that work rules and procedures are applied clearly and consistently tend to be more satisfied with their work. This reduces uncertainty and provides clarity in their roles, which leads to higher job satisfaction (Hasan & Suhermin, 2020; Surito et al., 2019). Therefore, organizations must continue to maintain and strengthen work discipline to improve employee job satisfaction continuously.

The role of job satisfaction as an intervening variable is also evident in this study, where job satisfaction plays a significant role in linking organizational culture, compensation, and work discipline with organizational commitment. In particular, job satisfaction plays a critical role in strengthening the relationship between work discipline and organizational commitment. This finding shows that although work discipline has a direct effect on commitment, job satisfaction enhances this effect, creating a stronger bond between employees and the organization. This is consistent with research by Bagis et al. and Batugal & Tindowen, which demonstrate the role of job satisfaction in connecting various factors to organizational commitment (Bagis et al., 2020; Batugal & Tindowen, 2019).

Overall, these findings show that organizational culture, compensation, work discipline, and job satisfaction are interrelated in shaping organizational commitment. Organizations should adopt a holistic approach that includes improvements in organizational culture, a more equitable and adequate compensation system, and better work discipline to strengthen employee commitment and job satisfaction. In doing so, companies can build more loyal, productive, and engaged teams, which ultimately contributes to the long-term success of the organization.

## CONCLUSION

This study highlights that organizational culture, compensation, and work discipline significantly influence organizational commitment through job satisfaction as an intervening variable. However, the relationships found

were mixed; while work discipline and compensation positively impact commitment, both organizational culture and compensation exhibited a negative relationship, indicating that these factors need realignment with employee expectations to foster stronger commitment.

The findings suggest that work discipline and job satisfaction are key drivers of organizational commitment, emphasizing the need for organizations to focus on improving these areas. Organizational culture, despite being significant, has a negative impact on employee satisfaction and commitment, suggesting that its current implementation requires adjustment to better meet employee needs.

Future research should expand the sample to include multiple organizations or industries to improve generalizability and comparison. Additionally, including other variables, such as leadership styles and employee motivation, would provide a more comprehensive understanding of factors influencing organizational commitment.

## REFERENCES

- Ajis, M., Notosudjono, D., & Setyaningsih, S. (2021). Organizational behavior of organizational behaviors (OCB) through strengthening the quality of work life, professional commitment, and personality. *Turkish Journal of Computer and Mathematics Education*, 12(11), 1025–1036.
- Al-Bataineh, O. H., Ibrahim, R. B. M., & Fadzil, A. F. M. (2019). The effects of motivation, empowerment and organizational culture on organizational commitment of municipalities in Jordan. *International Journal of Academic Research in Business and Social Sciences*, 9(9), 101–117.
- Argon, B. A., & Liana, Y. (2020). Kecerdasan Emosional Terhadap Komitmen Organisasi Melalui Kepuasan Kerja. *Aktiva: Jurnal Akuntansi Dan Investasi*, 5(1), 1–14.
- Bagis, F., Darmawan, A., Hidayah, A., & Ikhsani, M. M. (2020). The influence of leadership style and organizational culture by mediating job satisfaction on organizational commitment case study in employees of Islamic education institution. *Jurnal Ilmiah Ekonomi Islam*, 6(3), 616–620.
- Batugal, M. L. C., & Tindowen, D. J. C. (2019). Influence of organizational culture on teachers' organizational commitment and job satisfaction: The case of catholic higher education institutions in the Philippines. *Universal Journal of Educational Research*, 7(11), 2432–2443.
- Ellys, E., & Ie, M. (2020). Pengaruh kepuasan kerja dan budaya organisasi terhadap komitmen organisasi karyawan. *Jurnal Manajemen Maranatha*, 20(1), 75–84.
- Febriani, V., Kusumah, A., & Ramadhan, R. R. (2023). Pengaruh Kepemimpinan, Disiplin Kerja Dan Kompensasi Terhadap Kinerja Karyawan Pada PT Sukses Riau Permata. *Prosiding Seminar Nasional Ekonomi, Bisnis & Akuntansi*, 3, 1188–1196.
- Handoko, D. S., & Rambe, M. F. (2018). Pengaruh pengembangan karir dan kompensasi terhadap komitmen organisasi melalui kepuasan kerja. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 1(1), 31–45.
- Hasan, B. S., & Suhermin, S. (2020). Pengaruh kepemimpinan, disiplin kerja, dan kepuasan kerja terhadap komitmen organisasi. *Jurnal Ilmu Dan Riset Manajemen (JIRM)*, 9(6).
- Imran, A. U. (2023). The Influence of Organizational Culture, Compensation and Organizational Commitment on Employee Performance through Job Satisfaction as an Intervening Variable at PT. Bank Muamalat Indonesia Makassar Branch. *Scientia Human Capital and Organizational Behavior*, 2(1), 1–13.
- Malhotra, N. K., Nunan, D., & Birks, D. F. (2017). *Marketing Research An Applied Approach 5th*. Pearson Education.
- Meiyanti, F. (2022). *PENGUATAN KEPEMIMPINAN TRANSFORMASIONAL, PEMBERDAYAAN, MOTIVASI KERJA, DAN TRUST DALAM UPAYA PENINGKATAN KOMITMEN PROFESI GURU*. UNIVERSITAS PAKUAN.
- Mufarrohah, K. (2022). Pengaruh gaya kepemimpinan, budaya organisasi, disiplin kerja, terhadap komitmen organisasi dengan motivasi kerja sebagai variabel intervening. *Jurnal Ilmiah Manajemen Dan Kewirausahaan*

(JUMANAGE), 1(2), 38–50.

- Murtiningsih, R. S. (2020). The Impact of Compensation, Training & Development, and Organizational Culture on Job Satisfaction and employee Retention. *Indonesian Management and Accounting Research*, 19(1), 33–50.
- Oupen, S. M., Agung, A. A. G., & Yudana, I. M. (2020). Kontribusi kepemimpinan transformasional, budaya organisasi, disiplin kerja, dan motivasi kerja, terhadap komitmen organisasional Guru SD. *Jurnal Administrasi Pendidikan Indonesia*, 11(1), 32–41.
- Putra, A. R., & Mardikaningsih, R. (2021). Kompensasi dan lingkungan kerja serta pengaruhnya terhadap komitmen organisasi. *Jurnal Ilmiah Edunomika*, 6(1), 44–53.
- Rahayu, S., Retnaningdyastuti, R., & Roshayanti, F. (2019). Pengaruh Komunikasi Organisasi Dan Kepuasan Kerja Terhadap Komitmen Organisasi Guru Sd Negeri Di Kecamatan Bringin Kabupaten Semarang. *Jurnal Manajemen Pendidikan (JMP)*, 8(3).
- Sugiyono, S., & Lestari, P. (2021). Metode penelitian komunikasi (Kuantitatif, kualitatif, dan cara mudah menulis artikel pada jurnal internasional). *Alvabeta Bandung, CV*.
- Surito, S., Arifin, A. H., & Aiyub, A. (2019). Pengaruh Disiplin Kerja, Dan Lingkungan Kerja Terhadap Komitmen Organisasi Pegawai Universitas Malikussaleh Dengan Kepuasan Kerja Sebagai Variabel Intervening. *J-MIND (Jurnal Manajemen Indonesia)*, 4(1), 30–46.
- Tanjung, H. (2020). Pengaruh keterlibatan kerja dan kepuasan kerja terhadap komitmen organisasi pegawai. *Jurnal Humaniora: Jurnal Ilmu Sosial, Ekonomi Dan Hukum*, 4(2), 36–49.
- Yanto, A. T., & Jaenab, J. (2020). Pengaruh budaya organisasi terhadap komitmen organisasi pada pegawai kantor camat. *JIM UPB (Jurnal Ilmiah Manajemen Universitas Putera Batam)*, 8(2), 110–114.