

Analysis Of Organizational Culture And Career Development On Organizational Commitment With Job Satisfaction As A Mediating Variable At The Large Plantation Seed And Plant Protection Center In Medan

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ABSTRAK

Organizational commitment is an important factor in improving the effectiveness and success of government agencies in achieving strategic objectives. This study aims to analyze the influence of organizational culture and career development on organizational commitment with job satisfaction as a mediating variable at the Medan Plantation Seed and Protection Center (BBPPTP). The study uses a quantitative approach with a survey method. The research population consisted of all 135 civil servants (PNS) at BBPPTP Medan, all of whom were included in the sample. Data were collected through questionnaires and analyzed using the Partial Least Squares–Structural Equation Modeling (PLS-SEM) method with the help of SmartPLS. The results showed that organizational culture and career development had a positive and significant effect on organizational commitment. Organizational culture also has a positive and significant effect on job satisfaction, while career development does not have a significant effect on job satisfaction. Job satisfaction has been proven to have a positive and significant effect on organizational commitment and mediates the influence of organizational culture on organizational commitment. However, job satisfaction does not mediate the influence of career development on organizational commitment. These findings indicate that strengthening positive organizational culture and increasing job satisfaction are key factors in building organizational commitment among BBPPTP Medan employees. This study is expected to provide empirical contributions to the development of human resource management in the public sector and serve as a basis for formulating strategic policies to increase employee commitment.

ABSTRACT

Organizational commitment is an important factor in improving the effectiveness and success of government agencies in achieving strategic objectives. This study aims to analyze the influence of organizational culture and career development on organizational commitment with job satisfaction as a mediating variable at the Medan Plantation Seed and Protection Center (BBPPTP). The study uses a quantitative approach with a survey method. The research population consisted of all 135 civil servants (PNS) at BBPPTP Medan, all of whom were included in the sample. Data were collected through questionnaires and analyzed using the Partial Least Squares–Structural Equation Modeling (PLS-SEM) method with the help of SmartPLS. The results showed that organizational culture and career development had a positive and significant effect on organizational commitment. Organizational culture also has a positive and significant effect on job satisfaction, while career development does not have a significant effect on job satisfaction. Job satisfaction has been proven to have a positive and significant effect on organizational commitment and mediates the influence of organizational culture on organizational commitment. However, job satisfaction does not mediate the influence of career development on organizational commitment. These findings indicate that strengthening positive organizational culture and increasing job satisfaction are key factors in building organizational commitment among BBPPTP Medan employees. This study is expected to provide empirical contributions to the development of human resource management in the public sector and serve as a basis for formulating strategic policies to increase employee commitment.

INTRODUCTION

Organizational commitment is one of the important elements in the success of government agencies in achieving strategic goals. Employees with high commitment will demonstrate loyalty, willingness to stay, dedication to work, and optimal contribution in carrying out organizational tasks. Robbins and Judge (2021) explain that organizational commitment reflects the level of emotional attachment, identification, and involvement of employees with the organization, making it a strong predictor of performance, compliance, and employee retention. Thus, increasing organizational commitment is an important aspect for government agencies, including the Medan Plantation Seed and Protection Center (BBPPTP), which has a strategic role in ensuring the quality, health, and protection of plantation crops.

As a technical agency under the Ministry of Agriculture, BBPPTP Medan is required to have highly committed employees in carrying out various strategic programs, such as agricultural seed certification,

plantation crop quality control, and plantation protection from plant pests. The complexity of tasks, field dynamics, and demands for professionalism require the organization to pay attention to factors that influence employee commitment. Two important factors that are widely discussed in the literature and relevant to BBPPTP Medan are organizational culture and career development.

Organizational culture is the foundation that shapes the values, beliefs, norms, and behavior patterns embraced by members of the organization. According to the National Institute for Health and Care Excellence (2023), organizational culture is a set of shared values and expectations that shape employee behavior and interaction patterns in the work environment. A strong and positive organizational culture can create a collective identity, increase a sense of belonging, and encourage employees to work professionally and responsibly. This is important for BBPPTP Medan, which requires a work culture that is disciplined, collaborative, innovative, and oriented towards public service. A good organizational culture has also been shown to increase organizational commitment by creating a supportive, transparent, and trusting work environment.

In addition to organizational culture, career development is also a factor that influences employee commitment. Career development includes opportunities provided by the organization to employees to improve their abilities, experience, and future positions. According to Wibowo (2021), career development is a process designed by organizations to improve the competence, skills, and promotion prospects of employees so that they can meet the demands of their current and future jobs. Good career development—such as technical training, continuing education, job rotation, mentoring, and promotion opportunities—can increase employee motivation and morale, as well as encourage them to be more loyal and committed to the organization.

However, the influence of organizational culture and career development on employee commitment is not always direct. A number of studies show that this relationship is often mediated by job satisfaction. Job satisfaction is a positive emotional state that arises from employees' evaluation of their work. Atmaja (2022) explains that job satisfaction is a pleasant emotional response that arises when employees' needs are met through their work, work environment, supervision, and compensation. Employees who are satisfied with their work will show higher loyalty, strong work ethic, and a tendency to remain in the organization.

Vo et al. (2022) also emphasize that job satisfaction is the result of an evaluation of aspects of work, such as competence, autonomy, and social connectedness, which directly influence organizational commitment. Employees who feel valued, given opportunities to develop, and are in a supportive work environment will have stronger affective commitment. Thus, job satisfaction has the potential to be an important bridge that strengthens the relationship between organizational culture and career development in relation to employee commitment.

In the context of BBPPTP Medan, there are various indications that point to the need to improve organizational commitment. For example, there are variations in workloads, differences in perceptions of career opportunities, challenges in adjusting to the work culture, and unequal access to technical training and promotions. On the other hand, some employees feel that the organizational culture does not fully reflect the values of collaboration, openness, and appreciation for performance. In addition, the job satisfaction of some employees is influenced by factors such as supervision, working conditions, and work-life balance.

Based on this description, research entitled "Analysis of Organizational Culture and Career Development on Organizational Commitment with Job Satisfaction as a Mediating Variable at the Medan Plantation Seed and Plant Protection Center" is important to conduct. This study is expected to provide empirical understanding of the factors that influence employee organizational commitment and provide strategic recommendations to improve the quality of human resource management at BBPPTP Medan.

LITERATURE REVIEW

Definition of Organizational Commitment

Wibowo (2022) defines organizational commitment as a form of employee attachment demonstrated through a willingness to support organizational goals, remain part of the organization, and contribute optimally to their work.

Factors Affecting Organizational Commitment

Wibowo (2021) states that organizational commitment is influenced by three main groups of factors, namely:

- 1) Individual Factors
Individual factors relate to characteristics inherent in employees. According to Wibowo, these factors greatly determine the strength of employees' emotional, rational, and moral ties to the organization.
- 2) Organizational Factors
These are the most dominant factors according to Wibowo because commitment arises from how the organization treats its employees.
- 3) Job-Related Factors
According to Wibowo, good job characteristics can increase employees' sense of responsibility towards the organization.

Definition of Job Satisfaction

Atmaja (2022) defines job satisfaction as a pleasant emotional attitude and love for one's work. Thus, job satisfaction here focuses more on positive emotional attitudes and a love for one's work.

Definition of Career Development

Rivai & Sagala (2020) define career development as the process of continuously improving an individual's competencies, experience, and potential to achieve a higher position within an organization.

Understanding Organizational Culture

According to the National Institute for Health and Care Excellence (2023), organizational culture is understood as a set of shared beliefs and expectations among members of an organization, which shape shared norms, values, and perspectives.

Conceptual Framework

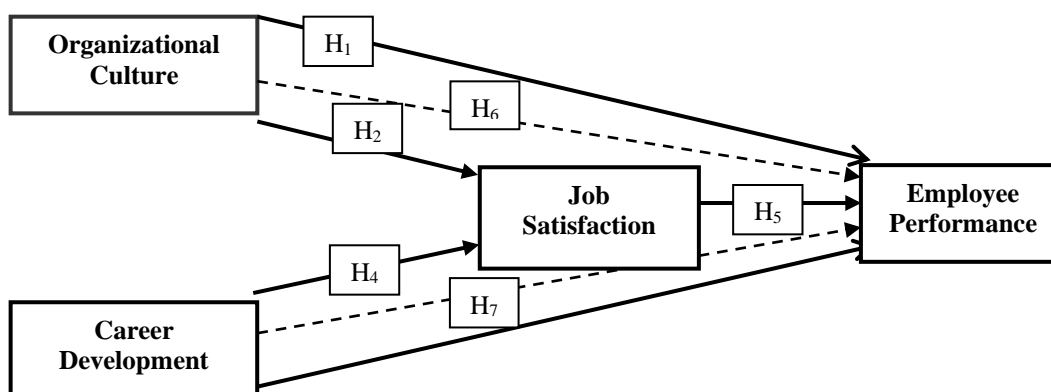


Figure 1. Conceptual Framework

Research Hypothesis

- H1: Organizational culture has a positive and significant effect on organizational commitment at the Medan Plantation Seed and Protection Center .
- H2: Organizational culture has a positive and significant effect on job satisfaction at the Medan Plantation Seed and Plant Protection Center.
- H3: Career development has a positive and significant effect on organizational commitment at the Medan Plantation Seed and Plant Protection Center.
- H4: Career development has a positive and significant effect on job satisfaction at the Medan Plantation Crop Seed and Protection Center.
- H5: Job satisfaction has a positive and significant effect on organizational commitment at the Medan Plantation Seed and Plant Protection Center.

- H6 Organizational culture has a positive and significant effect on organizational commitment through job satisfaction at the Medan Plantation Seed and Plant Protection Center.
- H7: Career development has a positive and significant effect on organizational commitment through job satisfaction at the Medan Plantation Seed and Plant Protection Center.

RESEARCH METHOD

Type of Research

The type of research used by the researcher is quantitative research. According to Sugiyono (2022), quantitative research can be defined as a method based on positivism philosophy, used to study a specific population or sample, with sampling techniques generally conducted randomly, data collection using research instruments, and quantitative/statistical data analysis with the aim of testing predetermined hypotheses. This type of quantitative research was conducted to create a study aimed at adjusting a study and analyzing organizational culture and career development in relation to organizational commitment with job satisfaction as a mediating variable at the Medan Plantation Seed and Plant Protection Center.

Research Location and Time

The research location was at the Medan Plantation Seed and Protection Center, located at Jalan Asrama No. 124 Sei Sikambing Medan, North Sumatra. The research was conducted over a period of 3 months, from October to December 2025.

Population and Sample

According to Arikunto (2019), if the research population is not too large, it is best to use the entire population as the sample. The population in this study consisted of all employees with civil servant status at the Medan Plantation Seed and Plant Protection Center, totaling 135 people. Another reason for the researcher to use the entire population as the sample was the distribution of questionnaires using Google Forms, which made it possible to use the entire population as the sample due to the absence of limitations in terms of time, cost, and manpower.

RESULTS AND DISCUSSION

Validity Test

Table 1. Outer Loadings Values

	Career Development	Job Satisfaction	Organizational Commitment	Organizational Culture
X1.1				0.850
X1.2				0.792
X1.3				0.765
X1.4				0.820
X2.1	0.777			
X2.2	0.853			
X2.3	0.844			
X2.4	0.815			
Y.1			0.816	
Y.2			0.873	
Y.3			0.833	
Y.4			0.889	
Z.1		0.868		
Z.2		0.901		
Z.3		0.884		
Z.4		0.872		

Source: Smart PLS Output, 2025

Based on the values in Table 1 above, which show the results of outer model testing through loading factor/outer loadings values, all indicators in each variable have a loading value ≥ 0.70 . This indicates that each indicator is measured validly and robustly. Therefore, it can be concluded that all items in the questionnaire have met the validity criteria, as shown in the following figure.

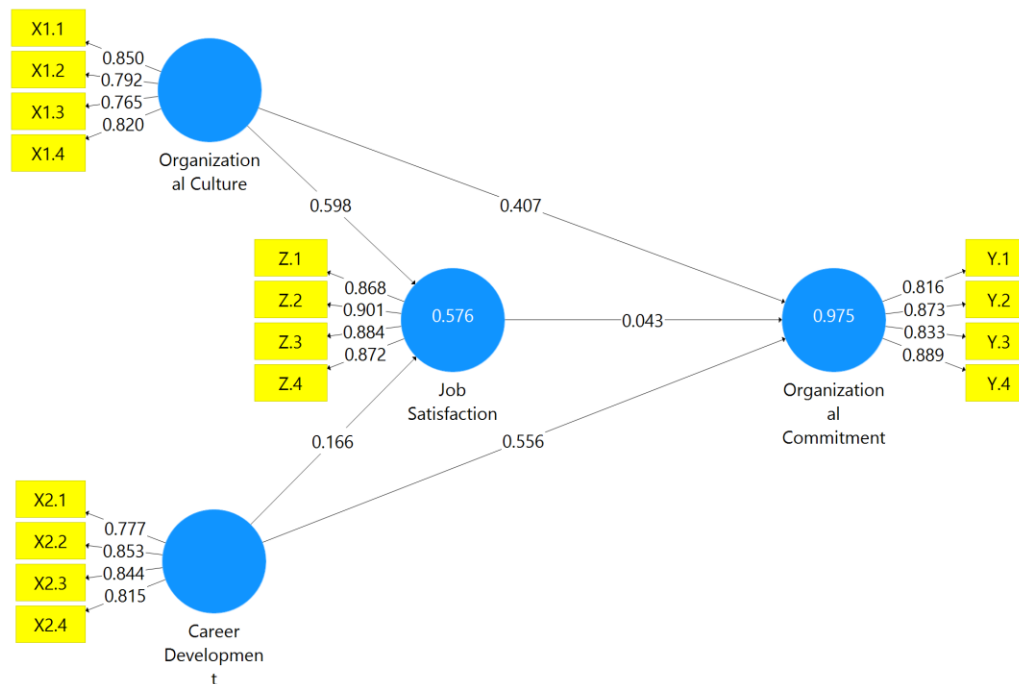


Figure 2 Outer Loading

In this study, there is an equation, and that equation consists of two substructures for substructure

1:

$$Z = \beta_1 X_1 + \beta_2 X_2 + e_1$$

$$Z = 0.598 X_1 + 0.166 X_2 + e_1$$

For substructure 2:

$$Y = \beta_2 X_1 + \beta_3 X_2 + \beta_3 Z + e_2$$

$$Y = 0.407 X_1 + 0.556 X_2 + 0.043 Z + e_2$$

Reliability Test

Table 2. Construct Reliability and Validity Test

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Career Development	0.840	0.841	0.893	0.677
Job Satisfaction	0.904	0.905	0.933	0.776
Organizational Commitment	0.875	0.877	0.914	0.728
Organizational Culture	0.822	0.825	0.882	0.652

Source: Smart PLS Output, 2025

From Table 2 above, the reliability test results show that the Cronbach's Alpha and Composite Reliability values for all constructs are above 0.70. This indicates that all indicators have high internal consistency and are reliable in measuring their respective constructs. Thus, the research instrument is declared reliable and suitable for use in structural model testing.

Coefficient of Determination (R^2)

In assessing models with PLS, we begin by looking at the R-squared for each dependent latent variable. The table below shows the results of Rsquare estimation using SmartPLS.

Table 3. R Square Results

	R Square	Adjusted R-Square
Job Satisfaction	0.576	0.569
Organizational Commitment	0.975	0.974

Source: Smart PLS, 2025

Table 3 shows the R-squared values for both dependent variables. For the job satisfaction variable, the R-squared value is 0.576, meaning that the influence of organizational culture and career development is 0.576 or 57.6%, with the remainder attributable to other variables outside the model. The R-squared value for employee performance is 0.975, meaning that organizational culture, career development, and job satisfaction account for 0.975 or 97.5%, with the remainder attributable to other variables outside the model.

Direct Influence Between Variables

The direct effect between variables can be seen in the *path coefficients*. The data analysis results show the direct effect values in the following table.

Table 4. Path Coefficients (Direct Effects)

	Original Sample	T Statistics	P Values	Conclusion
Organizational Culture -> Organizational Commitment	0.407	4.858	0.000	Accepted
Organizational Culture -> Job Satisfaction	0.598	3.095	0.002	Accepted
Career Development -> Organizational Commitment	0.556	6.624	0.000	Accepted
Career Development -> Job Satisfaction	0.166	0.866	0.387	Rejected
Job Satisfaction -> Organizational Commitment	0.043	2.898	0.004	Accepted

Source: Smart PLS Output, 2025

The results in Table 4 show the following direct influence values:

1. Organizational culture has a positive and significant effect on organizational commitment, with a t-statistic value of 4.858 above 1.96 and a significance of 0.000 below 0.05, meaning that organizational culture has a real effect on organizational commitment because the significance value is below 0.05. The results of this study are in line with previous studies, namely that organizational culture has a positive and significant effect on organizational commitment (Sebayang & Ferine, 2023).
2. Organizational culture has a positive and significant effect on job satisfaction, with a t-statistic value of 3.095 above 1.96 and a significance of 0.002 below 0.05, meaning that organizational culture has a real effect on job satisfaction because the significance value is below 0.05. The results of this study are in line with previous studies, namely that organizational culture has a positive and significant effect on job satisfaction (Ferine & Rahayu, 2025).
3. Career development has a positive and significant effect on organizational commitment with a t-statistic value of 6.624 above 1.96 and a significance of 0.000 below 0.05, meaning that career development has a real effect on organizational commitment because the significance value is below 0.05. The results of this study are in line with previous studies, namely that career development has a positive and significant effect on organizational commitment (Rehman, 2022).
4. Career development has a positive but insignificant effect on job satisfaction with a t-statistic value of 0.866 below 1.96 and a significance of 0.387 above 0.05, meaning that career development has no significant effect on job satisfaction because the significance value is above 0.05. The results of this study are not in line with previous research findings, namely that career development has a positive and significant effect on job satisfaction (Ferine & Handoko, 2025).
5. Job satisfaction has a positive and significant effect on organizational commitment with a t-statistic value of 2.898 above 1.96 and a significance of 0.004 below 0.05, meaning that job satisfaction has a significant effect on organizational commitment because the significance value is below 0.05. The results of this study are in line with previous studies, namely that job satisfaction has a positive and significant effect on organizational commitment (Kurniadi & Ferine, 2024; Siswara & Mesra, 2023).

Indirect Influence Between Variables

The indirect effect between variables can be seen in the *specific indirect effect* value. The data analysis results show the indirect effect value in Table 5 below.

Table 5. Specific Indirect Effects

	Original Sample	T Statistics	P Values	Conclusion
Organizational Culture -> Job Satisfaction -> Organizational Commitment	0.026	2.231	0.026	Accepted
Career Development -> Job Satisfaction -> Organizational Commitment	0.007	0.823	0.411	Rejected

Source: Smart PLS, 2025

Table 5 shows the indirect effects between variables, namely:

1. Organizational culture has a positive and significant effect on organizational commitment through job satisfaction with a t-statistic value of 2.231 above 1.96 and a significance value of 0.026 below 0.05, meaning that job satisfaction acts as an intervening variable between organizational culture and organizational commitment.
2. Career development has a positive but insignificant effect on organizational commitment through job satisfaction with a t-statistic value of 0.823 below 1.96 and a significance value of 0.411 above 0.05, meaning that job satisfaction does not act as an intervening variable between career development and organizational commitment.

CONCLUSION

1. Organizational culture has a positive and significant effect on organizational commitment at the Medan Plantation Seed and Protection Center.
2. Organizational culture has a positive and significant effect on job satisfaction at the Medan Plantation Seed and Protection Center.
3. Career development has a positive and significant effect on organizational commitment at the Medan Plantation Seed and Protection Center.
4. Career development has a positive and significant effect on job satisfaction at the Medan Plantation Seed and Protection Center.
5. Job satisfaction has a positive and significant effect on organizational commitment at the Medan Plantation Seed and Plant Protection Center.
6. Organizational culture has a positive and significant effect on organizational commitment through job satisfaction at the Medan Plantation Seed and Plant Protection Center.
7. Career development has a positive and significant effect on organizational commitment through job satisfaction at the Medan Plantation Seed and Plant Protection Center.

RECOMMENDATIONS

1. Employee performance with the lowest score was "I am actively involved in the activities and implementation of tasks in this organization." Therefore, the recommendation is that the leadership of the Medan Plantation Seed and Protection Center (BBPPTP Medan) needs to increase employee involvement through clear role distribution, delegation of responsibilities, and direct involvement in decision-making so that participation and a sense of belonging to the organization become stronger.
2. Job satisfaction with the lowest score was "I am satisfied with the salary or wages I receive in accordance with my job." The Medan Plantation Seed and Protection Center is advised to periodically evaluate and adjust the salary or wage system based on workload, responsibilities, and performance in order to increase employee job satisfaction.
3. Career development with the lowest score: "The organization provides clarity regarding career planning for employees." The Medan Plantation Seed and Protection Center needs to develop and disseminate clear and transparent career plans so that employees understand their development opportunities and are motivated to improve their performance.
4. Organizational culture with the lowest value statement "The leadership style of line managers supports the creation of a positive work atmosphere." The Medan Plantation Plant Protection and Seed Center should encourage middle managers to apply a supportive and communicative leadership style to create a positive, conducive work atmosphere that encourages employee performance.

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