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The Influence of Organisational Climate on Organisational Commitment with Job Satisfaction as a Mediating Variable

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ARTICLE INFO	ABSTRACT
Article History: Submitted: 02 Feb 2026 Reviewed: 21 Feb 2026 Revision: 27 Feb 2026 Accepted: 3 March 2026 Publish: 30 March 2026 Keywords: Organisational Climate, Job Satisfaction, Organisational Commitment Corresponding Author: I Made Fajar Hadiwinata email: hadiwinatafajar@gmail.com¹⁾	This study aims to analyse the effect of organisational climate on job satisfaction and organisational commitment among employees of CV. Gandi Langit Adikara. The research population consisted of all company employees, and a saturated sampling technique was used, yielding 68 respondents. A quantitative approach with a causal research design was employed to examine the cause-and-effect relationships among the variables. Data analysis was conducted using descriptive and inferential analyses through Structural Equation Modelling–Partial Least Squares (SEM-PLS) to test the research hypotheses. The results indicate that organisational climate has a positive and significant effect on both organisational commitment and job satisfaction. In addition, job satisfaction has been shown to have a positive and significant effect on organisational commitment. Furthermore, the findings reveal that job satisfaction partially and complementarily mediates the effect of organisational climate on organisational commitment. These results suggest that a conducive organisational climate not only directly enhances employees’ organisational commitment but also indirectly strengthens it through increased job satisfaction. Theoretically, this study reinforces the organisational behaviour perspective, which emphasises the psychological work environment as a key determinant of employees’ work attitudes. A positive organisational climate serves as a social context that shapes employees’ perceptions, emotions, and attachment to the organisation, thereby sustainably enhancing job satisfaction and organisational commitment.

INTRODUCTION

The increasingly competitive business environment has made many companies aware of the importance of human resources (HR). Human resources are among the most crucial factors in organisations, as they make significant contributions to decision-making and the achievement of organisational goals (Imron et al., 2020). Therefore, companies require high-quality human resources, as the quality of their personnel largely determines organisational success.

CV Gandhi Langit Adikara is one of the companies in Jembrana Regency that is well known among the local community. The company, recognised as a producer of bottled drinking water in Jembrana Regency, was established in 2022. CV Gandhi Langit Adikara has produced more than 1,000 units of bottled drinking water per week, distributed across all regencies in Bali. The phenomenon of low organisational commitment at CV Gandhi Langit Adikara has become an important issue that requires serious attention, considering that the company is in a growth phase and relies heavily on loyal and dedicated employees. If this issue is not addressed promptly, it may hinder organisational performance and reduce the company's competitiveness amid increasingly intense competition in the bottled drinking water industry.

Equity theory (Chanes et al., 2024) explains organisational relationships as a series of interactions involving the exchange of valuable resources among the individuals involved. In the context of organisational commitment, this theory assumes that employees will feel more attached to and committed to their work when they receive rewards that are equal to or exceed the contributions they have made. Equity theory emphasises individuals' perceptions of fairness in the distribution of resources and the treatment they receive. It assumes that employees will experience higher job satisfaction and stronger commitment to their work when they perceive that they are treated fairly (Coggins et al., 2021).

Several studies indicate that a positive organisational climate has a significant influence on organisational commitment and employee job satisfaction. Research shows that a conducive organisational climate enhances job satisfaction, which in turn strengthens employees' commitment to the organisation (Dewi & Wibawa, 2022). Furthermore, job satisfaction mediates the relationship between organisational climate and organisational commitment, indicating that a supportive work environment can increase employee loyalty to the organisation (Sarianti & Ramadhi, 2023). Factors such as positive interpersonal relationships, management support, and effective communication contribute to a positive organisational climate, thereby enhancing job satisfaction and organisational commitment (Ausri et al., 2018).

Organisational commitment is an important factor in a company's long-term planning. Organisational commitment refers to a condition in which an employee aligns with the organisation, its goals, and desires to maintain membership. Purnama and Riana (2020) state that organisational commitment is a psychological state of an employee, reflected in employee loyalty and the ability to remain focused on the organisation's goals. Meanwhile, a study by Ocen et al. (2017) argues that organisational commitment means more than mere passive loyalty; it involves an active relationship and an employee's willingness to contribute optimally to the organisation. Organisational commitment can be influenced by several factors, both internal to the employee, such as job satisfaction, and external factors, namely the work environment within the organisation, such as organisational climate (Jaya & Netra, 2019).

Organisational commitment is closely related to environmental influences, particularly work comfort, which is shaped by the organisational climate. Pranata and Utama (2019) state that a conducive and pleasant organisational climate can create a sense of comfort for employees, which in turn increases loyalty and reduces the intention to leave the organisation. Research by Agustama and Giantari (2020) indicates that the better the organisational climate, the higher the level of employees' organisational commitment. Similar findings were also reported by Patras (2017), who found that organisational climate has a positive and significant effect on organisational commitment. In contrast, Darmawan (2017) reported different results, showing that organisational climate does not have a significant effect on organisational commitment.

In addition to influencing organisational commitment, organisational climate affects employees' job satisfaction (Ahmad et al., 2018). Rahadian and Suwandana (2017) and Budiman (2017) state that organisational climate has a positive and significant effect on job satisfaction and is positively related to job satisfaction. This indicates that when the organisational climate is perceived as more favourable, employee job satisfaction tends to increase. Based on these

arguments, organisations are required to create a conducive organisational climate. However, there are also studies reporting different findings; Susanty (2012) found that organisational climate does not have a significant effect on job satisfaction.

Job satisfaction is considered one of the most critical factors influencing organisational success (Bashir & Gani, 2020). Job satisfaction reflects an individual's feelings toward their job; when employees are satisfied with their work, they tend to demonstrate higher commitment to the organisation (Permatasari & Rahyuda, 2020). Satisfied and committed employees are more likely to remain with the organisation and feel proud to be part of it. Gopinath (2020) states that job satisfaction is a dominant variable influencing organisational commitment. Studies by Putra and Indrawati (2018) and Widayanti and Sariyathi (2016) confirm a positive and significant effect of job satisfaction on organisational commitment. In contrast, Wibowo and Sutanto (2013) reported different results, indicating that organisational commitment is not significantly influenced by job satisfaction.

Kustianto and Iskhak (2015) state that for human resources within an organisation to perform optimally and demonstrate high levels of commitment, the organisation must create a positive and pleasant organisational climate that enables high-quality human resources to experience job satisfaction. Ausri et al. (2018) further argue that there is a significant relationship between job satisfaction and organisational commitment, which strengthens the influence of organisational climate on organisational commitment.

Agustama and Giantari (2020) found that organisational climate has a positive and significant effect on organisational commitment, indicating that a better organisational climate that provides employees with comfort at work will enhance their commitment. Putra and Mujiati (2020) also reported that organisational climate has a positive and significant influence on organisational commitment. Similarly, Cahyadi and Utama (2018) revealed that organisational climate has a positive and significant effect on organisational commitment. This suggests that the more conducive the perceived organisational climate, such as positive relationships between supervisors and employees, supervisors showing concern for employees, and being perceived as friendly, the stronger employees' commitment to the organisation will be.

Berberoglu (2018) found a positive and significant relationship between organisational climate and organisational commitment. Similarly, Mahendra and Subudi (2019) demonstrated that organisational climate has a positive and significant effect on organisational commitment. Pranata and Utama (2019), in their study conducted at Kuta Seaview Boutique Resort and Spa Bali, reported that organisational climate positively influences employee job satisfaction. Soetjipto et al. (2021) also stated that organisational climate has a positive and significant effect on employee job satisfaction. Consistent findings were also reported by Putra and Putra (2019), who found that organisational climate has a positive and significant influence on job satisfaction.

Permatasari and Rahyuda (2020), in their study on job satisfaction mediating the effect of work stress on organisational commitment among employees of The Grand Santhi Hotel, revealed that job satisfaction has a positive and significant effect on organisational commitment. Similar results were also found by Anandita and Sriathi (2020), who reported a positive and significant relationship between employee job satisfaction and organisational commitment. Pakpahan (2017) stated that job satisfaction has a positive and significant effect on organisational commitment among employees of PT Intraco Penta, indicating that higher levels of job satisfaction are associated with stronger organisational commitment. Patras (2017), who examined the relationship between job satisfaction and organisational climate with organisational commitment among teachers, also found a positive and significant relationship between job satisfaction and organisational commitment.

RESEARCH METHODOLOGY

The research design employed in this study is causal–associative in nature and uses a quantitative approach. This study aims to analyse the influence among two or more variables by examining the interactions between organisational climate, job satisfaction, and organisational commitment. The population of this study comprises permanent employees and daily permanent employees at the CV Gandhi Langit Adikara Factory, for a total of 68 respondents. The sampling method used in this study is non-probability sampling with a saturated sampling technique. Saturated sampling is a sampling technique in which all members of the population are used as research respondents (Sugiyono, 2022:124).

Data were collected by distributing a closed-ended questionnaire based on a 5-point Likert scale, ranging from “strongly disagree” (1) to “strongly agree” (5). The research instruments were developed based on indicators from previous studies: job satisfaction is measured using Luthans (2006:243), organisational climate is measured using Jaya and Netra (2019), and organisational commitment is measured using Purnama and Riana (2020). The data collected are quantitative and constitute primary data, obtained directly from the respondents.

Data analysis was conducted using descriptive and inferential approaches, with Structural Equation Modelling–Partial Least Squares (SEM-PLS) conducted in SmartPLS. SEM-PLS was selected because it can accommodate relatively small sample sizes, non-normally distributed data, and complex models involving latent constructs (Hair et al., 2021). The outer model analysis was performed to assess construct validity and reliability using loading factor values, Average Variance Extracted (AVE), and composite reliability. Meanwhile, the inner model was evaluated using path coefficients, R^2 values, and p-values to assess the strength and significance of relationships among variables. This study tested four research hypotheses, as described below.

H1: Organisational climate has a positive and significant effect on organisational commitment.

H2: Organisational climate has a positive and significant effect on job satisfaction.

H3: Job satisfaction has a positive and significant effect on organisational commitment.

H4: Job satisfaction mediates the effect of organisational climate on organisational commitment.

RESULTS AND DISCUSSION

Results

Respondent characteristics can be grouped based on job position, age, gender, and marital status. By job position, the results show that the largest proportion of respondents was in one job category, totalling 15 individuals (22.1%). In contrast, the smallest proportion was in the Assistant Supervisor position, with only 1 respondent (1.5%). By age, the majority of respondents were 26–30 years, totalling 23 individuals (33.8%). Respondents aged 20–25 years accounted for 19 individuals (27.9%); those aged 31–35 years totalled 7 individuals (10.3%); those aged 36–40 years totalled 12 individuals (17.6%); and those aged over 40 years totalled 7 individuals (10.3%). By gender, the majority of respondents were male, totalling 41 (60.3%), while female respondents numbered 27 (39.7%). By marital status, most respondents were unmarried, totalling 40 (58.8%), while 28 (41.2%) were married.

Based on the respondents’ educational background, the majority of respondents had a senior high school (SMA) education, totalling 42 individuals (61.8%). Respondents with a junior high school (SMP) education numbered 3 individuals (4.4%), those with a diploma degree totalled 14 individuals (20.6%), and respondents with a bachelor’s degree (S1) totalled 9 individuals (13.2%). The results of the data analysis using the SEM-PLS method, assisted by SmartPLS 3 software, are presented in Figure 1.

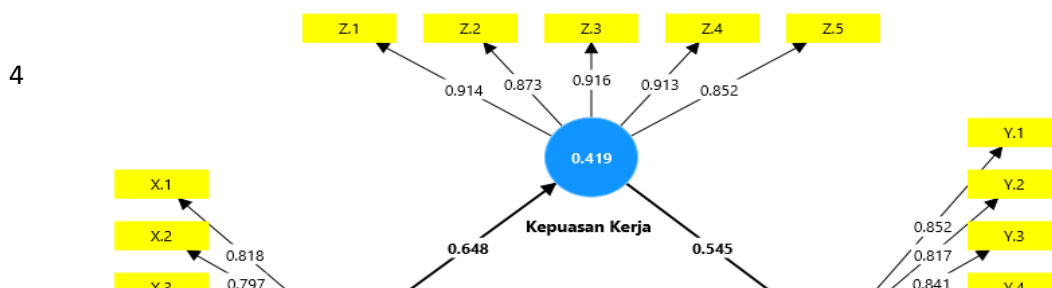


Figure 1. Full Model SEM- PLS

Before interpreting the results of hypothesis testing using SEM-PLS, first check whether the model requirements are met, namely the conceptual and structural model evaluations. Evaluation of the conceptual model (outer model) uses the AVE, convergent and discriminant validity, and composite reliability. In addition, structural model evaluation (inner model) is conducted, including R^2 and hypothesis testing. Furthermore, the results of testing the outer and inner models are shown in Tables 1, 2, and 3.

Table 1. Convergent Validity

Organisational climate (X)	X.1	0,818	Valid
Organisational climate (X)	X.2	0,797	Valid
Organisational climate (X)	X.3	0,872	Valid
Organisational climate (X)	X.4	0,858	Valid
Organisational climate (X)	X.5	0,821	Valid
Organisational climate (X)	X.6	0,900	Valid
Organisational climate (X)	X.7	0,861	Valid
organisational commitment (Y)	Y.1	0,852	Valid
organisational commitment (Y)	Y.2	0,817	Valid
organisational commitment (Y)	Y.3	0,841	Valid
organisational commitment (Y)	Y.4	0,796	Valid
organisational commitment (Y)	Y.5	0,847	Valid
organisational commitment (Y)	Y.6	0,857	Valid
organisational commitment (Y)	Y.7	0,880	Valid

organisational commitment (Y)	Y.8	0,828	Valid
organisational commitment (Y)	Y.9	0,848	Valid
Job satisfaction (Z)	Z.1	0,914	Valid
Job satisfaction (Z)	Z.2	0,873	Valid
Job satisfaction (Z)	Z.3	0,916	Valid
Job satisfaction (Z)	Z.4	0,913	Valid
Job satisfaction (Z)	Z.5	0,852	Valid

Sources: Warp-PLS

Based on Table 1, the evaluation of construct validity and reliability is carried out using three main indicators: Average Variance Extracted (AVE) and factor loadings. AVE (Table 2) is used to assess convergent validity, which is the ability of indicators to explain construct variance; a minimum value of 0.60 indicates that more than half of the indicator variance is explained by the construct. Meanwhile, factor loadings indicate the contribution of each indicator to the construct; the ideal value is above 0.70, although in exploratory research, values of 0.50-0.70 are still acceptable. Overall, the model has met the outer model evaluation criteria.

Table 2. Average Variance Extracted

Variables	Average Variance Extracted
Organisational climate	0,718
Job satisfaction	0,799
organisational commitment	0,707

Sources: Smart-PLS

Based on the above test results, the organisational climate, job satisfaction, and organisational commitment variables have Average Variance Extracted (AVE) values greater than 0.50. Therefore, each variable can be considered valid.

Table 3. Cronbach's Alpha & Composite Reliability

Cronbach's Alpha Composite Reliability		
Organisational climate	0,934	0,936
Job satisfaction	0,937	0,938
organisational commitment	0,948	0,950

Sources: Smart-PLS

Referring to the results of the internal consistency analysis using Cronbach's Alpha and Composite Reliability values as presented in Table 3, it can be observed that each research construct, including organisational climate, job satisfaction, and organisational commitment,

has obtained Cronbach's Alpha values above 0.70 and Composite Reliability values above 0.70. Therefore, the data used in this study are reliable.

Table 4. R-square

	<i>R-Square</i>	<i>R Square Adjusted</i>
Job satisfaction	0,419	0,410
organisational commitment	0,642	0,631

Sources: Smart-PLS

Based on the results of the coefficient of determination (R^2) analysis presented in Table 4, the R^2 value obtained for the job satisfaction variable is 0.419. This result indicates that the organisational climate variable can explain 41.9% of the variance in job satisfaction. These findings confirm that the predictive power of organisational climate for job satisfaction is weak, as the R^2 value is below 0.50. The remaining 58.1% (100% – 41.9%) of the variance in job satisfaction is explained by other variables not examined in this study.

Meanwhile, the R^2 value for the organisational commitment variable is 0.642, indicating that 64.2% of the variance in organisational commitment is explained by organisational climate and job satisfaction. This result confirms that the predictive power of organisational climate and job satisfaction for organisational commitment is strong, with an R^2 value exceeding 0.50. The remaining 35.8% (100% – 64.2%) of the variance is explained by other variables not included in this study. Furthermore, Table 5 presents the results of testing the proposed research hypotheses, as described below.

Table 5. Hypotheses Testing

Variables relationship	Original sample	T Statistics	P Values	Remarks
Organisational climate -> Job satisfaction	0,648	8,394	0,000	Accepted
Organisational climate -> organisational commitment	0,333	2,400	0,016	Accepted
Job satisfaction -> organisational commitment	0,545	4,270	0,000	Accepted
Organisational climate -> Job satisfaction -> organisational commitment	0,353	4,414	0,000	Accepted

Sources: Smart-PLS

Based on the results of hypothesis testing presented in Table 5, it can be concluded that all proposed hypotheses are accepted. This conclusion is supported by the fact that the t-statistic values exceed 1.96, which is above the critical value, and the p-values are below 0.05 (p-values < 0.05) using a two-tailed test at the 5% significance level.

DISCUSSION

Hypothesis testing indicates that organisational climate has a positive and significant effect on organisational commitment. These findings are consistent with previous studies by Agustama and Giantari (2020) and Putra and Mujiati (2020), which state that the better the organisational climate, the higher the level of employees' organisational commitment. A conducive organisational climate characterised by openness of information, honesty in working relationships, employee participation in decision-making, and autonomy in job implementation creates a safe and comfortable work environment for employees. Such conditions encourage employees to feel valued as an important part of the organisation, thereby fostering a stronger emotional attachment to the company. Cahyadi and Utama (2018) as well as Berberoglu (2018) assert that when employees perceive trust, fairness, and support in their work environment, they tend to demonstrate pride, active involvement, and a willingness to remain within the organisation. A positive organisational climate also strengthens employees' perception that the organisation cares about their well-being and development, ultimately enhancing their sense of belonging and loyalty.

The findings in this study indicate that organisational climate has a positive and significant effect on organisational commitment. These findings are consistent with previous studies by Agustama and Giantari (2020) and Putra and Mujiati (2020), which state that the better the organisational climate, the higher the level of employees' organisational commitment. A conducive organisational climate—characterised by openness of information, honesty in work relationships, employee participation in decision-making, and autonomy in task execution creates a safe and comfortable work environment. Such conditions encourage employees to feel valued as an integral part of the organisation, thereby fostering a stronger emotional bond with the company. Cahyadi and Utama (2018) and Berberoglu (2018) further assert that when employees perceive trust, fairness, and support in their work environment, they tend to demonstrate pride, active involvement, and a willingness to remain with the organisation. A positive organisational climate also strengthens employees' perception that the organisation cares about their well-being and development, ultimately enhancing their sense of belonging and loyalty.

The results of the study show that organisational climate has a positive and significant effect on job satisfaction. It can be concluded that an improved organisational climate leads to higher levels of job satisfaction. This finding is consistent with previous studies by Pranata and Utama (2019) and Soetjipto et al. (2021), which emphasise that organisational climate plays an important role in shaping employee job satisfaction. A favourable organisational climate marked by open communication, honesty in work relationships, employee participation in decision-making, and autonomy in task performance creates a supportive and pleasant working environment. These conditions make employees feel valued, recognised, and involved in organisational activities, thereby increasing their job satisfaction.

In addition, Putra and Putra (2019), Tadampali et al. (2016), and Rahadian and Suwandana (2017) also state that organisational climate has a positive and significant effect on job satisfaction. A conducive organisational climate promotes harmonious working relationships between supervisors and coworkers, which constitute a key source of job satisfaction. When employees receive clear information regarding their duties and responsibilities and perceive fairness and trust within the organisation, they are more likely to develop positive attitudes toward their work.

This study indicates that job satisfaction has a positive and significant effect on organisational commitment. It can be concluded that higher levels of job satisfaction lead to stronger

organisational commitment. Pakpahan (2017) states that when employees experience satisfaction in performing their jobs, they are more committed to supporting organisational goals and actively participating in organisational activities. Similarly, Patras (2017) and Charmiati and Surya (2019) found that job satisfaction has a positive and significant influence on organisational commitment. Conversely, low job satisfaction may reduce organisational commitment, as employees feel undervalued or perceive that the rewards they receive are not commensurate with their contributions. Therefore, enhancing job satisfaction through fair policies, organisational support, and career development opportunities becomes a strategic factor in sustainably strengthening employees' organisational commitment.

The study shows that job satisfaction mediates the effect of organisational climate on organisational commitment. In other words, organisational climate has an indirect effect on organisational commitment through job satisfaction. These findings are consistent with studies by Yücel (2012) and Purnama and Riana (2020), which demonstrate that job satisfaction serves as a mediating variable in the relationship between organisational climate and employees' organisational commitment. A positive organisational climate characterised by open communication, honesty in work relationships, employee participation in decision-making, and autonomy in task execution creates a conducive and pleasant working environment for employees. Furthermore, Jaya and Netra (2019), Mujiati (2020), Cahyadi and Utama (2018), and Kustianto and Iskhak (2015) state that organisational climate positively influences organisational commitment when mediated by job satisfaction. Employees who are satisfied with their jobs are more likely to embrace organisational values and contribute effectively to the organisation.

RESEARCH IMPLICATIONS

The practical implications of this study emphasise that organisations need to strategically develop a conducive organisational climate to enhance employees' job satisfaction and organisational commitment. Managerial practices that emphasise open communication, fairness, employee participation in decision-making, and job autonomy have been shown to foster a comfortable and supportive work environment. Such conditions foster job satisfaction, which ultimately strengthens employees' emotional attachment to the organisation. In addition, the findings indicate that job satisfaction plays an important mediating role in linking organisational climate and organisational commitment. Therefore, organisations are encouraged to design human resource policies that are not solely performance-oriented, but also focused on fulfilling employees' psychological needs and sustainably promoting their long-term well-being.

CONCLUSIONS

This study concludes that organisational climate has a positive and significant effect on employees' job satisfaction and organisational commitment. Job satisfaction has also been shown to affect organisational commitment positively and to act as a mediating variable in the relationship between organisational climate and organisational commitment. These findings emphasise that a conducive organisational climate is an important foundation for shaping employees' attitudes and attachment to the organisation. This study is subject to several limitations, including the use of cross-sectional data and a focus on perceptual variables, which may not fully capture the long-term dynamics of the relationships among variables. Future research is therefore recommended to employ a longitudinal design, expand the research context to other industry sectors, and

incorporate additional psychological variables such as work engagement or perceived organisational support.

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