



The Influence of the Work Environment on Organizational Commitment Mediated by Employee Job Satisfaction (A Study at the Badung Branch of the Bali Regional Development Bank)

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ABSTRACT

Organizational commitment refers to the emotional bond, loyalty, and sense of obligation an employee feels toward their organization. This study investigates the influence of the work setting on organizational dedication, with job satisfaction serving as a mediating element. The research was carried out at the Bali Regional Development Bank (BPD Bali), Badung Branch, involving 45 employees selected through a census approach. Data were obtained through questionnaires and interviews, then analyzed using Path Analysis and the Sobel Test. The findings reveal that the workplace atmosphere and employee satisfaction both have a beneficial and substantial impact on commitment to the organization. Moreover, the work atmosphere positively influences job satisfaction, which then facilitates the connection between the work atmosphere and commitment to the organization. These results align with social exchange theory, suggesting that improving the workplace atmosphere and employee satisfaction may lead to greater commitment among staff.

INTRODUCTION

Organizational commitment refers to an individual's emotional bond, loyalty, and sense of duty toward their organization. This research explores the influence of the workplace setting on employee commitment to the organization, with job satisfaction serving as a mediating variable. The study was conducted at the Badung Branch of the Bali Regional Development Bank (BPD Bali), involving 45 employees selected via a census method. Data were gathered using questionnaires and interviews, while the analysis utilized Path Analysis and the Sobel Test. The results indicate that both the workplace atmosphere and employee satisfaction significantly and positively impact organizational commitment. Moreover, the work environment also positively influences job satisfaction, which subsequently mediates its effect on organizational commitment. These findings are consistent with social exchange theory, emphasizing the role of a supportive work environment and job satisfaction in strengthening employee commitment to the organization.

Organizational commitment is a psychological perspective that illustrates the bond between employees and their organization, marked by feelings of attachment, loyalty, and responsibility toward their workplace (Sentana & Surya, 2017). This commitment is generally divided into three components: affective commitment, which involves emotional closeness to the organization; continuance commitment, which stems from evaluating the costs and benefits of staying; and normative commitment, which is driven by a moral sense of obligation to remain (Priharti & Marjati, 2022). However, based on the results of initial interviews with several employees of BPD Bali Badung Branch, it was found that there was a tendency to weak commitment, such as reluctance to declare one's identity as an employee on social media, often arriving late, and easily moving to another company for material gains.

One of the key factors influencing the level of organizational commitment is the work environment. A conducive work environment encompasses not only physical elements such as lighting, ventilation, and workplace facilities (Afandi, 2018), but also psychological and social aspects, including leadership style, interpersonal relationships among employees, and a fair and humane organizational system. When employees feel valued, supported, and acknowledged by their organization, they are more likely to develop a stronger sense of attachment and commitment. Conversely, a rigid, unfriendly, and burdensome work environment can lower employee loyalty and motivation. The social exchange theory developed by Blau (1964) explains that a positive reciprocal relationship between employees and the organization will increase commitment to the company (Widhari, 2021).

In addition to the work environment, job satisfaction is also an important variable that contributes to increasing organizational commitment. Employees who feel satisfied with their work, both in terms of social relationships, compensation, and self-development opportunities, will be more likely to stay and make the best contribution (Mahalaksmi & Suwandana, 2024). Several previous studies have shown that job satisfaction can act as a mediating variable between the work environment and organizational commitment

(Djastuti, 2018; Govinda & Mujiati, 2022). However, there is still a research gap, Several studies have indicated a detrimental effect of the work environment on commitment (Melati, 2022; Rumoning, 2018), which opens up space for further research.

Based on empirical observations and findings from previous research, organizational commitment at BPD Bali Badung Branch remains a relevant issue worthy of further investigation, specifically regarding the impact of the workplace and employee contentment. Consequently, this research intends to examine how the work setting influences organizational commitment, utilizing job satisfaction as a mediating variable. The outcomes of this research are expected to contribute theoretically to the advancement of human resource management studies and offer practical recommendations for BPD Bali's management in enhancing employee loyalty and performance.

THEORETICAL REVIEW

Social Exchange Theory (Social Exchange Theory)

This research is based on the theory of social exchange put forward by George C. Homans (1961) and developed by Blau (1964). This theory states that the relationship between employees and the organization is formed through exchanges that are reciprocal, both intrinsically and extrinsically. If employees feel that the organization treats them fairly—for example, through a supportive work environment and recognition of hard work—they tend to reciprocate with a higher commitment to the organization (Widhari, 2021). Employees will consider the return received compared to the contribution made; imbalance will cause dissatisfaction and lower commitment (Suryawan, 2021).

Organizational Commitment

Organizational commitment is an employee's psychological attitude that reflects attachment, loyalty, and desire to remain part of the organization (Gunawan & Ardana, 2020). This commitment is divided into three main dimensions:

1. Emotional Attachment to the Organization, known as Affective Commitment (Burhannudin, 2019).
2. Continuance Commitment, which is a rational consideration of the risk of leaving the organization.
3. Normative Commitment, which is a sense of moral obligation to remain in the organization.
4. This commitment is influenced by employees' perceptions of fairness, organizational support, and the work environment (Sunaris et al., 2022; Susilo, 2019).

Work Environment

The work environment encompasses both tangible and intangible aspects that influence employee performance and comfort (Ahmad et al., 2023; Almeida et al., 2019). A supportive work environment will facilitate employee productivity, loyalty, and job satisfaction (Irma & Yusuf, 2020). Work

environment indicators according to Andriani (2023) include cooperation, availability of work facilities, and work atmosphere. Previous research has also stated that a clean, safe, and supportive work environment can increase organizational commitment (Suryaputra, 2023; Madjidu et al., 2022).

Job Satisfaction

Job satisfaction signifies an employee's favorable perception of their work, which is reflected through enthusiasm, loyalty, and overall performance (Nancy Yusnita et al., 2023). Indicators of job satisfaction according to Nabawi (2019) include salary, the job itself, co-workers, superiors, promotions, and the work environment. Employees who are satisfied with their jobs tend to be more loyal and exhibit extra-role work behaviors such as Organizational Citizenship Behavior (Meutia & Narpati, 2021). Job satisfaction not only increases productivity, but also strengthens commitment to the organization.

METHODOLOGY

A census method, data were collected through questionnaires and supported by interviews. This research employs a quantitative method with a causal framework to examine how the work environment impacts organizational commitment, while job satisfaction serves as a mediating factor. Carried out at the Badung Branch of the Bali Regional Development Bank, the study included all 45 employees as participants, chosen using a census approach. Data were gathered using questionnaires and complemented by interviews.

The study examined three variables: the work environment (X), job satisfaction (M), and organizational commitment (Y). A five-point Likert scale was used as the research instrument, which had been tested for validity and reliability. Data analysis was conducted using path analysis to identify both direct and indirect relationships among the variables. The Sobel Test was utilized to evaluate the significance of the mediating effect. Additionally, classical assumption tests such as normality, multicollinearity, and heteroscedasticity were performed to confirm the model's validity and reliability.

RESULTS AND DISCUSSION

Company Overview

General History

Bank Pembangunan Daerah Bali is a financial institution owned by the Provincial Government of Bali, established on June 5, 1962, based on Notarial Deed Number 131 by Ida Bagus Ketut Rurus. Following the issuance of Law Number 13 of 1962 concerning the Principles of Regional Development Banks, the bank's establishment was later adjusted through Regional Regulation Number 6/DPR.DGR/1965, officially incorporating it as a Regional Company. To enhance performance and expand its business scope, the bank's legal status was converted into a Limited Liability Company (PT) in 2004, in accordance with Deed Number 7 dated May 12, 2004, which was subsequently ratified by the Minister of Justice and Human Rights of the Republic of Indonesia. The

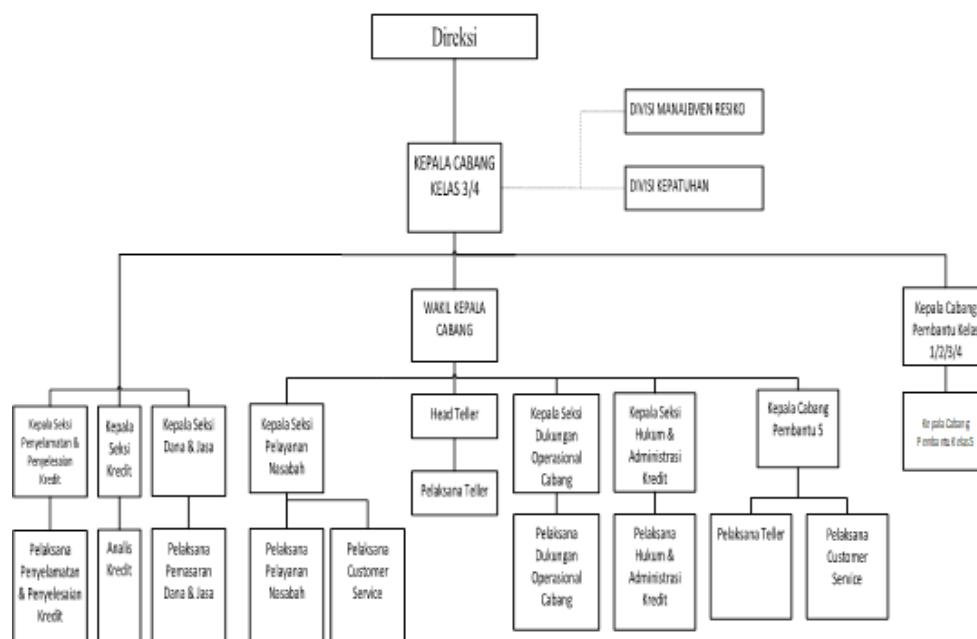
adjustment was made again following Law Number 40 of 2007 through Deed Number 25 of 2008.

In addition to the change in legal form, BPD Bali also underwent a transformation in its operational status, namely from a commercial bank to a foreign exchange commercial bank in 2004. This change was followed by an increase in the company's authorized capital from IDR 75 billion to IDR 1 trillion in 2004, and then increased again to IDR 4 trillion based on the resolution of the 2015 General Meeting of Shareholders (GMS). This change reflects BPD Bali's readiness to expand services and competitiveness in the national banking industry, as well as show the company's commitment to strengthening its financial structure and supporting sustainable regional development.

This research was carried out at the BPD Bali Branch Office located on Jalan Raya Kuta No. 1, Kuta District, Badung Regency, Bali. This branch has a strategic role in reaching customers in areas with dense economic and tourism activities. With a total of 47 employees, this branch serves as a relevant subject of research to explore the dynamics of the work environment, job satisfaction, and organizational commitment, which are the central focus of this study.

Organizational Structure

Bali Regional Development Bank is a financial institution owned by the Bali Provincial Government that has undergone several legal status transformations to support its continued growth. These changes align with the bank's vision and mission to deliver the highest quality of service to its customers. Badung Branch operations are carried out by employees in accordance with the applicable organizational responsibilities and structure.



Source : BPD Bali General Sector Badung Branch, 2025

Figure 1. Organizational Structure

Respondent Characteristics

This study was conducted on 45 employees of the Bali Regional Development Bank Badung Branch. Respondents' characteristics included age, gender, last education, and length of service, as presented in Table 1.

Table 1. Respondent Characteristics

Characteristics	Clarification	Number (people)	Percentage (%)
Age	26-30 Years	11	24,4
	31-35 Years	18	40,0
	36-40 Years	7	15,6
	> 40 years old	9	20,0
Sum		45	100
Gender	Man	24	53,3
	Woman	21	46,7
Sum		45	100
Final Education	High School/Vocational School	21	46,7
	S1	23	51,1
	S2	1	2,2
Sum		45	100
Tenure	1-10 Years	30	66,7
	11-20 Years	14	31,1
	> 20 Years	1	2,2
Sum		45	100

Source : attachment 6, data processed in 2025

Based on the data on respondent characteristics, most employees at the Bali Regional Development Bank Badung Branch are aged between 31 and 35 years, with a total of 18 individuals (40.0%), followed by 11 people (24.4%) aged 26-30 years, 9 people over 40 years old (20.0%), and 36-40 years old as many as 7 people (15.6%). In terms of gender, respondents were dominated by men as many as 24 people (53.3%), while women amounted to 21 people (46.7%).

In terms of education, most of the respondents had a S1 education as many as 23 people (51.1%), followed by 21 high school/vocational school graduates (46.7%), and only 1 person (2.2%) had a S2 education. Based on the working period, respondents who had a working period of 1-10 years dominated as many as 30 people (66.7%), followed by 11-20 years as many as 14 people (31.1%), and more than 20 years as many as 1 person (2.2%). This data shows that the majority of respondents are employees of productive age, highly educated, and have relatively new work experience.

Description of Research Variables

Descriptive statistical analysis is used to describe or describe the data of research results without making generalizations (Sugiyono, 2019:206). In this study, measurements were carried out using a five-point Likert scale, which was given to respondents to assess indicators in each research variable. The score obtained is then calculated to determine the mean value, which is used as

the basis for categorizing the respondent's level of assessment of each measured indicator.

$$\text{Interval} = \frac{5 - 1}{5} = 0,80$$

The measurement criteria used, namely:

Table 2. Variable Description Criteria

Average Score	Criterion		
	Organizational commitment	Work environment	Job satisfaction
1,00 - 1,80	Very Low	Very Bad	Very Low
1,81 - 2,60	Low	Bad	Low
2,61 - 3,40	Enough	Enough	Enough
3,41 - 4,20	Tall	Good	Tall
4,21 - 5,00	Very High	Excellent	Very High

Source : *Data processed, 2025*

The organizational commitment variable is symbolized by Y and measured using 3 statements that are responded to using 5 points of the Likert Scale. Based on the results of respondents' answers regarding the organizational commitment variable, the distribution of responses can be summarized as follows:

Table 3. Description of Respondents' Responses to Organizational Commitments

No	Statement	Respondent's Answer (orang)					Sum	Average	Criterion
		1	2	3	4	5			
1	I feel emotionally attached to the company	1	16	13	11	4	136	3,02	Enough
2	I feel like I have little choice if I leave the company	1	10	11	13	10	156	3,47	Tall
3	I will not leave this company because I still have obligations	1	8	14	12	10	157	3,49	Tall
Average Total Organizational Commitment								3,33	Enough

Source: *Appendix 7, 2025*

According to Table 3, the average score for respondents' views on the organizational commitment variable was 3.33, labeled as "sufficient." This indicates that employees at the Bali Regional Development Bank Badung Branch have a moderate level of organizational commitment, implying that, on average, they do not show a notably strong feeling of loyalty to the organization. The details of the statements with the highest and lowest average values are as follows:

1. The statement with the lowest average score was "I feel emotionally attached to the company" of 3.02 (fair category). This shows that in general employees have not fully felt emotional closeness to the organization.
2. The statement with the highest average score is "I will not leave this company because I still have obligations" of 3.49 (high category). This means that most employees feel a moral responsibility to stay employed by the company.

Descriptive Variables Work Environment

In this study, the work environment variable acts as the independent variable (X) and is assessed with three statement items utilizing a five-point Likert scale. Based on the results of respondents' responses to statements on this variable, the proportion of answers that reflect employees' perception of the working environment conditions at the Bali Regional Development Bank Badung Branch was obtained. The details of the results of respondents' perceptions are presented in the following explanation.

Table 1. Description of Respondents' Responses to the Work Environment

No	Statement	Respondent's Answer (orang)		Sum	Average	Criterion
1	I work together to complement each other and help in completing the work	5	6	135	3,00	Enough
2	The company provides the availability of facilities and infrastructure to support the work.	0	0	149	3,31	Enough
3	I feel that the atmosphere in the company is comfortable, excited and the closeness between the company's employees runs harmoniously	0	6	161	3,58	Good
Average Total Working Environment					3,30	Enough

Source: *Appendix 7, 2025*

Based on Table 4, respondents' perception of the work environment variable showed a total average value of 3.30 which was included in the adequate category. This reflects that employees of the Bali Regional Development Bank Badung Branch assess the general condition of the work environment as quite good, although there are still aspects that need to be improved. The details of the statements with the highest and lowest values are as follows:

1. The statement with the lowest average score is "I work together to complement each other and help in completing the work" with a score of 3.00 (fair category). This shows that the spirit of cooperation between employees is still not optimal.
2. The statement with the highest average score was "I feel that the atmosphere in the company is comfortable, excited, and the closeness between employees is harmonious" with a score of 3.58 (good category). This means that employees feel a socially and emotionally supportive work atmosphere in the company environment.

Descriptive Variables Job Satisfaction

The job satisfaction variable, represented by M, is measured using six statement items, each assessed through a five-point Likert scale. Based on the respondents' answers regarding the job satisfaction variable, the distribution of responses can be detailed as follows:

Table 2. Description of Respondents' Answers to Job Satisfaction

No	Statement	Respondent's			Sum	Average	Criterion
		Answer (orang)					
1	I am satisfied that the amount of salary obtained is appropriate and fair	6			134	2,98	Enough
2	I feel satisfied with the work given according to my ability	1	1	3	159	3,53	Tall
3	I have a good cooperative relationship with colleagues	5	0	0	153	3,40	Enough
4	My boss has always been supportive of me	2	0		142	3,16	Enough
5	I feel satisfied with the opportunities presented for promotional opportunities	0	4		136	3,02	Enough
6	I feel satisfied with the work environment provided both physical and non-	9		0	149	3,31	Enough

physical		
Average Total Job Satisfaction	3,23	Enough
Sumber: Lampiran 7, 2025		

Based on Table 5, respondents' perceptions of the job satisfaction variable yielded a total average score of 3.23, which falls into the "sufficient" category. This suggests that employees at the Bali Regional Development Bank Badung Branch experience a moderate level of job satisfaction in performing their duties. The statements with the highest and lowest average scores are explained as follows:

1. The statement with the lowest average score is "I am satisfied with the amount of salary earned is appropriate and fair" with a score of 2.98 (fair category). This shows that most employees are not completely satisfied with the amount and fairness of the salary received.
2. The statement with the highest average score is "I feel satisfied with the work given according to ability" with a score of 3.53 (high category). This means that the majority of employees feel that the work they do is in accordance with their respective capacities and competencies.

Inferential Analysis Results

Inferential statistics are used to analyze sample data and generalize them to the population (Sugiyono, 2017:233). This study uses path analysis, classical assumption test, and Sobel test as inferential statistical techniques.

Path Analysis Results

Pathway analysis was employed to examine the relationships between the work environment (X), job satisfaction (M), and organizational commitment (Y), with the prerequisite that fundamental statistical assumptions were satisfied.

Table 6. Results of Path Analysis in Sub-Structural 1

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	9,642	2,383		4,047	0,000
Work environment	0,987	0,230	0,547	4,282	0,000
R ²	: 0,299				

Source: Appendix 8, 2025

From this hypothesis, two sub-structures of the equation are formulated:

$$\text{Sub-structure 1: } M = \beta_2 X + e_1$$

$$\text{Sub-structure 2: } Y = \beta_1 X + \beta_3 M + e_2$$

The data analysis utilized SPSS 25.0 for Windows, and the outcomes are shown in Table 6. This application was applied to assess the effects of the work environment and job satisfaction on organizational commitment.

The results of the Second Sub-Structural calculation are presented in Table 7.

Table 7. Results of Path Analysis in Sub-Structural 2

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1,99	1,184		1,68	0,100
2				2	
Work environment	0,30	0,116	0,323	2,57	0,014
0				7	
Job satisfaction	0,25	0,064	0,504	4,01	0,000
9				3	
R ²	: 0,536				

Source: Appendix 8, 2025

Based on the results of the path analysis, Sub-Structural equation 2 was obtained as follows:

The equation $Y = 0.323X + 0.504M + e_2$ demonstrates that both the work environment (X) and job satisfaction (M) positively affect organizational commitment (Y). A coefficient of 0.323 indicates that a better work environment enhances organizational commitment, while a coefficient of 0.504 signifies that greater job satisfaction also leads to stronger employee commitment.

1. Direct impact: work environment on organizational commitment was 0.323; work environment to job satisfaction was 0.547; job satisfaction to organizational commitment stood at 0.504.
2. Indirect influence: work environment on organizational commitment through job satisfaction of 0.276 (0.547×0.504).
3. Total influence: by 0.599, a combination of direct and indirect influences.

Additionally, The coefficient of determination (R^2_m) of 0.675 shows that 67.5% of the variation in organizational commitment is explained by the work environment and job satisfaction, while the remaining 32.5% is due to other factors not covered in this study.

Summarizing and Summing Up

Based on the above calculations, the direct, indirect, and total influences of each variable in the model can be summarized and presented systematically in Table 8.

Table 8. Direct Influences, Indirect Influences of the Work Environment, on Job Satisfaction and Organizational Commitment.

Influence of variables	Direct influence	Indirect influence through M	Total Impact	Std. Error	Itself.	Result
X→Y	0,323	0,276	0,599	0,116	0,014	Significant
X→M	0,547		0,547	0,230	0,000	Significant
M→Y	0,504		0,504	0,064	0,000	Significant

Source: Appendix 8, 2025

Table 8 summarizes the results of the path analysis which includes the direct and indirect influences, as well as error values in Sub-Structures 1 and 2. The brief explanation of each path is as follows:

1. The work environment on organizational commitment has a direct influence of 0.323 with a significance of 0.014.
2. The work environment on job satisfaction showed a direct influence of 0.547 with a significance of 0.000.
3. Job satisfaction with organizational commitment showed a direct influence of 0.504 with a significance of 0.000.

The influence of the work environment on organizational commitment through job satisfaction included a direct effect of 0.323, an indirect effect of 0.276, and a total effect of 0.599.

The influence of the work environment on organizational commitment, with the mediation of job satisfaction, showed a direct influence of 0.323 and an indirect influence of 0.276, so that the total influence produced was 0.599.

DISCUSSION

The Influence of the Work Environment on Organizational Commitment

The study results indicate that the work environment positively and significantly affects the organizational commitment of employees at the Bali Regional Development Bank Badung Branch. A pleasant, supportive, and harmonious atmosphere among coworkers has been shown to strengthen employees' attachment to the organization. These findings support the core idea of Social Exchange Theory, which suggests that when employees are treated fairly and receive support from the organization, they respond with greater loyalty and commitment.

These findings also align with previous studies by Brox Arsenio (2023), Nursia et al. (2023), and Ahakwa et al. (2021), which concluded that a supportive work environment positively influences organizational commitment.

The Influence of the Work Environment on Job Satisfaction

The work environment has also been shown to positively and significantly influence job satisfaction. Employees who experience comfort, support from colleagues, and sufficient workplace facilities tend to feel more

satisfied in performing their responsibilities. The more favorable the work environment, the greater the level of job satisfaction employees experience. These results are in line with the studies of Khairunisa et al. (2024), Kusumadewi et al. (2018), and Jasmine & Endalmen (2020), which found that a work environment that is supportive both physically and psychologically has a positive effect on job satisfaction.

The Effect of Job Satisfaction on Organizational Commitment

Job satisfaction has a direct, positive, and significant impact on organizational commitment. Employees who are content with their work—covering elements such as job fit, recognition, and interpersonal relationships—are more likely to demonstrate stronger commitment to the organization. These findings are consistent with studies by Mahalaksmi & Suwandana (2024), Nurkama (2023), and Martini & Susanto (2021), which confirm that job satisfaction is a key factor in enhancing organizational commitment.

The Role of Job Satisfaction in Mediating the Influence of the Work Environment on Organizational Commitment

Job satisfaction is identified as a partial mediator in the relationship between the work environment and organizational commitment. A conducive work environment enhances job satisfaction, which in turn fosters greater organizational commitment. This mediating effect is validated by the Sobel Test and the VAF Test, where the VAF score of 46.08% confirms partial mediation. These findings are consistent with research by Vigazi & Rino (2023), Fahlefi (2023), and Anton et al. (2023), all of which emphasize the crucial role of job satisfaction in reinforcing the influence of the work environment on organizational commitment.

The Influence of the Work Environment on Employee Job Satisfaction at the Bali Regional Development Bank, Badung Branch

The results of the second hypothesis test show that the work environment has a positive and significant effect on employee job satisfaction at the Bali Regional Development Bank, Badung Branch. This means that the more conducive the work environment is perceived by employees, the greater their level of job satisfaction, and conversely, a less favorable environment corresponds to lower satisfaction. Therefore, the second hypothesis is supported. The work environment comprises both physical and non-physical components within the organization. This study reveals that employees working in a positive, comfortable, enthusiastic, and harmonious setting, accompanied by sufficient facilities and infrastructure, tend to experience greater job satisfaction.

In relation to Social Exchange Theory, a good work environment is perceived as a form of organizational concern for employees. In return, employees demonstrate positive attitudes in the form of increased job satisfaction because they feel their needs are met fairly and humanely. This finding is supported by research by Khairunisa et al. (2024), Nurazyka &

Mubarok (2024), Mukson & Rosima (2022), Manik & Yunior (2021), Prasetyo et al. (2020), Endalmen (2020), and Yuliantini & Reza (2020) which states that a conducive and harmonious work environment significantly increases employee job satisfaction.

The Influence of Job Satisfaction on Employee Organizational Commitment at the Bali Regional Development Bank, Badung Branch

The findings from the third hypothesis test indicate that job satisfaction positively and significantly affects organizational commitment among employees at the Bali Regional Development Bank, Badung Branch. This implies that greater job satisfaction leads to higher organizational commitment, while lower satisfaction corresponds with reduced commitment. Thus, the third hypothesis is supported. Job satisfaction reflects a favorable emotional response toward work, and this study finds that employees whose jobs align with their skills tend to develop a stronger bond with the organization and are less inclined to leave due to a sense of duty and attachment.

In relation to Social Exchange Theory, when employees feel treated fairly, experience job satisfaction, and feel psychologically and professionally supported, they will reciprocate with positive attitudes, such as increased organizational commitment. This theory also emphasizes the importance of trust and norms of reciprocity, where job satisfaction fosters loyalty because employees believe the organization has good intentions for their well-being. These findings are consistent with studies by Mahalaksmi & Suwandana (2024), Nurkama (2023), Nickita (2022), Nahita & Saragih (2021), and Martini & Susanto (2021), all of which demonstrate that job satisfaction positively and significantly influences employee organizational commitment.

The Influence of the Work Environment on Organizational Commitment with Job Satisfaction as a Mediator for Employees at the Bali Regional Development Bank, Badung Branch

The results of the fourth hypothesis test reveal that the work environment has a significant impact on organizational commitment, with job satisfaction serving as a partial mediator. This implies that the work environment influences organizational commitment both directly and indirectly through enhanced job satisfaction. As such, the fourth hypothesis is confirmed. A supportive and positive work environment—characterized by comfort, enthusiasm, harmonious relationships among employees, and adequate facilities—leads to increased job satisfaction. Employees who are satisfied are more inclined to remain with the organization out of a sense of loyalty and attachment.

Social Exchange Theory explains that the relationship between employees and organizations is based on reciprocal interactions, involving not only material rewards but also emotional and social exchanges. A supportive work environment is viewed as an organizational investment, which employees respond to with higher satisfaction and stronger commitment to the organization. These conclusions are reinforced by research from Vigazi and Rino (2023), Risyani and Rino (2023), Fahlefi (2023), Anton et al. (2023), Kartini

and Bagus (2021), Martini and Nugroho (2021), as well as Krisna and Adnyani (2021), all of them concluded that job satisfaction serves as a significant mediating factor in the relationship between the work environment and organizational commitment.

CONCLUSION

The research findings allow for the following deductions to be made.

1. At the Bali Regional Development Bank, Badung Branch, employee organizational commitment is positively and significantly impacted by the work environment.
2. At the Bali Regional Development Bank, Badung Branch, the work environment has a favorable and considerable impact on employees' job satisfaction.
3. At the Bali Regional Development Bank, Badung Branch, employee organizational commitment is positively and significantly impacted by job satisfaction.
4. At the Bali Regional Development Bank, Badung Branch, job satisfaction acts as a partial mediator in the relationship between organizational commitment and the work environment.

RECOMMENDATION

For the Leaders of the Bali Regional Development Bank, Badung Branch:

- a) Work environment: The lowest-ranking statement was "I work together to complement each other and help each other in completing work." Leaders are expected to be role models in creating mutually supportive cooperation to create a conducive work environment, increase employee satisfaction, and increase employee commitment.
- b) Job satisfaction: The lowest-ranking statement was "I feel satisfied that the salary I receive is appropriate and fair." Leaders are advised to adjust salaries to workload and provide incentives for additional work to make employees feel appreciated and more loyal.
- c) Organizational commitment: The lowest-ranking statement was "I feel emotionally attached to the company." Leaders need to foster emotional attachment through attention to employee well-being, open communication, and recognition for employee contributions.
- d) The mediating role of job satisfaction: Because job satisfaction mediates the relationship between the work environment and organizational commitment, leaders need to improve aspects that shape job satisfaction, such as fair compensation, interpersonal relationships, and career development opportunities.

FURTHER STUDY

It is recommended to add other variables such as job stress, workload, motivation, work-life balance, and leadership style. Research should also be expanded to other branches or different agencies so that the results are more general and applicable.

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