



Job Satisfaction: The Role of Job Involvement, Job Characteristics, and Organizational Commitment at PT Adimulia Palmo Lestari Batang Hari

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Abstract:

This study investigates the complex interplay between job involvement, job characteristics, and organizational commitment as determinants of job satisfaction within a specific industrial context. Utilizing a sample of 85 employees from PT Adimulia Palmo Lestari, a palm oil company in Batang Hari, Indonesia, this research employed a quantitative survey design and Partial Least Square (PLS-SEM) analysis. The findings reveal that job involvement did not have a significant impact on organizational commitment. In contrast, job characteristics were proven to have a significant impact on organizational commitment. In addition, job involvement significantly influenced job satisfaction, as well as there was a significant relationship between job characteristics and job satisfaction. Likewise, organizational commitment was also found to have a significant relationship with job satisfaction. However, job involvement did not act as a mediator of job satisfaction, which challenges the theoretical assumption of the central role of job involvement, while job characteristics through organizational commitment significantly influenced job satisfaction. These findings indicate that for companies, job satisfaction is more influenced by job characteristics than job involvement, which indicates the limited role of job involvement as assumed in theory. Furthermore, job characteristics need to be strengthened through clarity of responsibilities, autonomy, and feedback, as these have been shown to increase commitment and job satisfaction. Strengthening organizational commitment can be achieved through reward programs and career development, which can then boost employee job satisfaction and reduce turnover rates.

Keywords: Job Characteristics; Job Satisfaction; Job Engagement; Organizational Commitment.

1. Introduction

In the competitive landscape of modern industry, retaining a satisfied and committed workforce remains a central challenge for organizational leaders. Employees who work with dedication and demonstrate a positive attitude tend to experience higher job satisfaction, and vice versa (Sunarta, 2019). Furthermore, Job characteristics are responsibility, varied tasks and work that matches the characteristics that create satisfaction in work (Mahayanti & Sriathi, 2017). Job satisfaction is related to work involvement, which is an important factor in an organization because work involvement can encourage optimal performance (Yakup, 2017). In addition, organizational commitment reflects the level of employee job satisfaction that is formed through effective interaction and communication within the organization (Hutagalung & Ritonga, 2018). However, the implementation of these factors often faces challenges in specific contexts, which impacts their effectiveness in increasing job satisfaction.

Several factors influence employee job satisfaction, including job involvement and job characteristics supported by organizational commitment. Job satisfaction reflects the degree to which an employee experiences satisfaction or dissatisfaction with their job. Employee job satisfaction can also be seen from an individual's emotional response to the activities they undertake, resulting from a comparison between what they feel and what they expect (Anifah & FoEh, 2022). Work that makes someone happy to do it is work that gives satisfaction to the worker (Rulianti & Nurpribadi, 2024). Job satisfaction functions as an essential prerequisite that must be achieved by a worker before forming a commitment to the organization, so that job satisfaction makes a substantial contribution to the level of organizational commitment (Sidik et al., 2021).

These elements are relevant for evaluation in the context of a private organization such as PT Adimulia Palmo Lestari Batang Hari. The phenomenon at PT Adimulia Palmo Lestari Batanghari shows that although the company has created a safe and structured work environment, the harvest department still experiences a turnover rate that requires attention. This relatively frequent employee turnover raises questions about the extent to which employees feel engaged in their work and whether the existing job characteristics can meet their needs and expectations. High turnover can indicate job dissatisfaction, whether due to a heavy workload, lack of participation in decision-making, or a low sense of ownership in the company. This condition is important for further research to determine whether job engagement and job characteristics play a role in maximizing employee satisfaction and to assess whether organizational commitment functions as a mediating variable. The findings of this study are expected to make a substantial contribution to organizations in creating a conducive work atmosphere and increasing employee satisfaction. A business entity or organizational structure will not be able to compete effectively if its employees are dissatisfied (Tamaka et al., 2017). Some literature suggests that low organizational performance is caused by low levels of job satisfaction among human resources in a company (Kamela, 2016).

Previous research has shown mixed findings regarding the influence of job engagement, job characteristics, and organizational commitment on job satisfaction. Job engagement has a significant impact on job satisfaction (Fuadi & Hidayah, 2024). However, other studies show that job engagement does not have a significant impact on job satisfaction (Munparidi & Sayuti, 2020), while job characteristics factors actually show a significant impact on employee satisfaction. Other studies show that job characteristics contribute positively and significantly to job satisfaction (Citrayani et al., 2022). However, other studies have shown that job characteristics do not have a significant direct impact on job satisfaction. However, job characteristics have a positive and significant impact on job satisfaction when mediated by organizational commitment (Januardi & Budiono, 2021). In terms of organizational commitment, research shows a significant positive influence between organizational commitment and job satisfaction (Rosyid & Darajat, 2022). However, previous studies have shown that organizational commitment does not have a significant impact on job satisfaction (Hutagalung & Ritonga, 2018). This study provides theoretical contributions by showing the limitations of the role of job involvement and emphasizing the importance of job characteristics in explaining satisfaction through organizational commitment. / This study aims to re-examine the role of job involvement and job characteristics on job satisfaction by involving organizational commitment as a mediating variable in different organizational contexts.

Therefore, this study aims to re-examine the influence of job involvement and job characteristics on job satisfaction, with organizational commitment as a mediating variable, within the unique context of a private agricultural company. By addressing this research gap, the study seeks to provide a more nuanced understanding of the drivers of job satisfaction and offer evidence-based recommendations for human resource management in similar industrial environments.

2. Literature review

Job satisfaction

Job satisfaction encourages employees to strive to achieve more optimal performance, and increased performance ultimately has an impact on increasing economic income (Bhatsary, 2020). Employees who feel satisfied with their work will stay longer in a company (Makkira et al., 2022). Job satisfaction is an employee's positive attitude towards something he experiences in his work, which arises as a result of his assessment of the characteristics of the job (Solikhah & Haryono, 2020). Job satisfaction reflects the extent to which a person feels prosperous or, conversely, unhappy with his job (Putri & Kustini, 2021). As a critical determinant of employee retention and organizational success, job satisfaction is often positioned as a key outcome variable in organizational behavior research.

Job Involvement

Job involvement refers to the degree to which an employee psychologically identifies with their job, actively participates in it, and considers their work performance important to their self-worth (Sholikhah & Wolor, 2022). It refers to the extent to which a worker integrates himself with the task at hand, invests time and energy in the work, and views work as the primary focus of his life (Sari & Kurniawan, 2023). Work involvement is a structure that utilizes all employee potential and is structured to determine a shared commitment to solving problems in the organization (Sari & Amri, 2022). Job involvement is very important for employee job satisfaction because through giving tasks and involvement in decision making, employees will feel trusted and appreciated, thus creating job satisfaction (Kaawoan et al., 2022). Thus, job engagement reflects an employee's psychological attachment to their work, which is theoretically assumed to influence job satisfaction, although empirical findings show mixed results.

Job Characteristics

The description or design of a task to organize work is the meaning of job characteristics (Lubis, 2017). The Job Characteristics Model posits that the intrinsic properties of a job are critical determinants of employee motivation and satisfaction (Setiono, 2018). Job characteristics are the design of tasks given to workers according to the competencies, skills, and responsibilities required to meet the company's needs (Amalia et al., 2019). Job characteristics are described as the type of work that is mandatory for employees and the feedback obtained from carrying out the work (Hajati et al., 2018). Job characteristics are one of the determinants of employee job satisfaction, including aspects such as obligations, types of responsibilities, and the sense of satisfaction that arises from the job (Mahayanti & Sriathi, 2017). Job characteristics reflect the implementation of work which includes the authority, obligations and responsibilities that must be carried out, which are able to provide a sense of satisfaction for employees (Kadir et al., 2017). Thus, job characteristics act as structural factors that shape employee work experiences and directly and indirectly influence job satisfaction.

Organizational Commitment

Organizational commitment is defined as the relative strength of an individual's identification with and involvement in a particular organization (Sholikhah & Wolor, 2022). Organizational commitment is the high level of employee defence of the organization and aims to maintain membership in their organization (Januardi & Budiono, 2021). Organizational commitment is the attitude and behavior of employees to remain responsible for the organization and are willing to carry out their duties well in order to achieve organizational goals (Prasetyaningrum, 2020). Organizational commitment relates to the extent to which a person identifies with and is involved in the organization, which ultimately affects his or her performance (Batilmurik et al., 2019). Organizational commitment has a positive effect on employee satisfaction levels, which is reflected in a sense of happiness in one's career, a high sense of ownership, a sense of pride in the company, and a demonstration of work loyalty. (Hamsal, 2021). Thus, organizational commitment is positioned as a psychological mechanism that bridges the relationship between work conditions and job satisfaction.

3. Method

This study employed a quantitative survey design to empirically test the proposed hypotheses. The research was conducted in June 2025 at PT Adimulia Palmo Lestari in Batang Hari Regency, Indonesia. The study population comprised all 540 employees of the company. The sample size was determined using the Slovin formula with a 10% margin of error, resulting in a target sample of 85 employees. A simple random sampling technique was used to select respondents who met the research criteria, ensuring that the sample was representative of the population.

Of the 85 respondents, 84 (98.8%) were male, and the majority were in the 31–40 age group (36.3%) and had completed high school (63.5%).

Data collection was conducted by distributing questionnaires through the information department at PT Adimulia Palmo Lestari in Batang Hari Regency. This method was chosen based on the consideration that respondents were easier to reach and willing to participate in the data collection process. This method still ensures that employees in the organization remain proportionally represented. Thus, the collected data is expected to be able to describe the appropriate conditions and support the achievement of the research objectives. The research questionnaire instrument uses a 5-point Likert scale, with a value of 1 representing strongly disagree and a value of 5 representing strongly agree. This instrument is designed to assess four main research variables: job characteristics, job satisfaction, job involvement, and organizational commitment. Job involvement is measured using five questions.(Aban et al., 2019; Gubelas & Ilo, 2023; Johari & Yahya, 2016; Kühnel et al., 2009), such as “I am very personally involved in my work.” Job characteristics were measured with five questionnaire items.(Choobineh et al., 2011; de Jonge et al., 2001; Gumasing & Ilo, 2023; Morgeson & Humphrey, 2006), for example, “I have a job that is stimulating and challenging.” Organizational commitment was measured with four question items.(Al-Rubaish et al., 2011; Ćulibrk et al., 2018; Gumasing & Ilo, 2023; Kanning & Hill, 2013), for example, “I am very happy that I chose this organization to work for.” Job satisfaction was measured using six questionnaire items.(Al-Rubaish et al., 2011; Ćulibrk et al., 2018; Gumasing & Ilo, 2023), one of which is “The organization clearly communicates its mission to me.”

4. Results and Discussion

Results

Respondent Characteristics

Respondent characteristics indicate that this study was dominated by males, with a total of 84 respondents (see Table 1). Many respondents were in the 31–40 age group (36%). This dominance of productive age is an important asset for the company because workers in this age range are generally in prime physical condition and able to work optimally. However, this age group is usually also in the young family phase, thus having dependent children who require more attention. In terms of education, many respondents were high school graduates or equivalent (63.5%).

Table 1. Respondent Characteristics

Category	Note:	Amount	Percentage
Gender	Man	84	98.8%
	Woman	1	1.2%
Age	17-30 years old	18	22.5%
	31-40 years old	29	36.3%
	41-50 years old	24	30.0%
	>50 years	9	11.3%
last education	Elementary School	1	1.2%
	JUNIOR HIGH SCHOOL	29	34.1%
	SENIOR HIGH SCHOOL	54	63.5%
	D1/D2/D3/D4	1	1.2%
	Bachelor's/Master's/Doctoral Degree	1	1.2%

Amount		85	100%
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Source: processed primary data, 2025.

Data Quality Test

Table 2 displays the instrument validity and reliability test data. The Cronbach's Alpha value shows that Job Involvement is 0.820, Job Characteristics 0.755, Organizational Commitment 0.803, and Job Satisfaction 0.863. All values exceed the minimum limit of 0.70, so it can be concluded that all constructs have an acceptable level of reliability. The Composite Reliability (CR) values for each construct are 0.874 for Job Involvement, 0.845 for Job Characteristics, 0.871 for Organizational Commitment, and 0.897 for Job Satisfaction. All CR values are above 0.70, indicating that they meet the composite reliability criteria. In addition, the Average Variance Extracted (AVE) values for Job Involvement, Job Characteristics, Organizational Commitment, and Job Satisfaction are 0.582; 0.577; 0.628; and 0.592, all of which exceed the 0.50 threshold. These results indicate that all components demonstrate adequate convergent validity.

Table 2.Reliability and Validity

	<i>Cronbach's Alpha</i>	<i>rho_A</i>	<i>Composite Reliability</i>	<i>Average Variance Extracted (AVE)</i>
KK	0.820	0.824	0.874	0.582
KP	0.755	0.755	0.845	0.577
KO	0.803	0.804	0.871	0.628
KKA	0.863	0.872	0.897	0.592

Source: processed primary data, 2025.

KK=Job Involvement; KP=Job Characteristics; KO=Organizational Commitment; KKA= Job Satisfaction.

Table 2 shows that all constructs meet the eligibility standards required for reliability and validity testing. This means that all indicators used are valid and reliable, so no indicators need to be removed, as all meet the established measurement standards.

Path Coefficient

The results of the first hypothesis test, seen from the path coefficient test (Table 3), show STDEV 0.108, T statistics 0.848, and P values 0.198 at a significance level of 5%, which means that job involvement has an insignificant effect on organizational commitment. The second hypothesis shows STDEV 0.088, T statistics 8.856, and P values 0.000 at a significance level of 5%, which means that job characteristics have a significant effect on organizational commitment. The third hypothesis shows STDEV 0.108, T statistics 2.998, and P values 0.001 at a significance level of 5%, which means that job involvement has a significant effect on job satisfaction. The fourth hypothesis shows STDEV 0.122, T statistics 2.602, and P values 0.005 at a significance level of 5%, so that job characteristics show a significant impact on job satisfaction. The fifth hypothesis presents STDEV 0.126, T statistics 2.337, and P values 0.010 at a significance level of 5%, thus the conclusion that organizational commitment has a significant impact on job satisfaction. The sixth hypothesis states STDEV 0.038, T statistics 0.709, and P values 0.239 at a significance level of 5%, these results show that job involvement does not affect job satisfaction through organizational commitment. The seventh hypothesis shows STDEV 0.102, T statistics 2.237, and P values 0.013 at a significance level of 5%, which means that organizational commitment mediates the relationship between job characteristics and job satisfaction.

Table 3.Path Coefficients

		<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistics (O/STDEV)</i>	<i>P Values</i>
H1	KK -> KO	0.092	0.099	0.108	0.848	0.198
H2	KP -> KO	0.777	0.778	0.088	8,856	0.000

H3	KK -> KKA	0.323	0.336	0.108	2,998	0.001
H4	KP -> KKA	0.318	0.314	0.122	2,602	0.005
H5	KO -> KKA	0.294	0.291	0.126	2,337	0.010
H6	KK -> KO -> KKA	0.027	0.029	0.038	0.709	0.239
H7	KP -> KO -> KKA	0.229	0.226	0.102	2,237	0.013

Source: processed primary data, 2025.

KK=Job Involvement; KP=Job Characteristics; KO=Organizational Commitment; KKA=Job Satisfaction.

Coefficient Determinant

Table 4 shows the values *Adjusted R Square* on the organizational commitment variable amounted to 0.708. This shows that work involvement and job characteristics are able to explain 70.8% of the variation in organizational commitment. In addition, the value *Adjusted R Square* on job satisfaction of 0.716, which indicates that job involvement, job characteristics, and organizational commitment can simultaneously explain 71.6% of the variation in job satisfaction.

Table 4. Coefficient of Determination

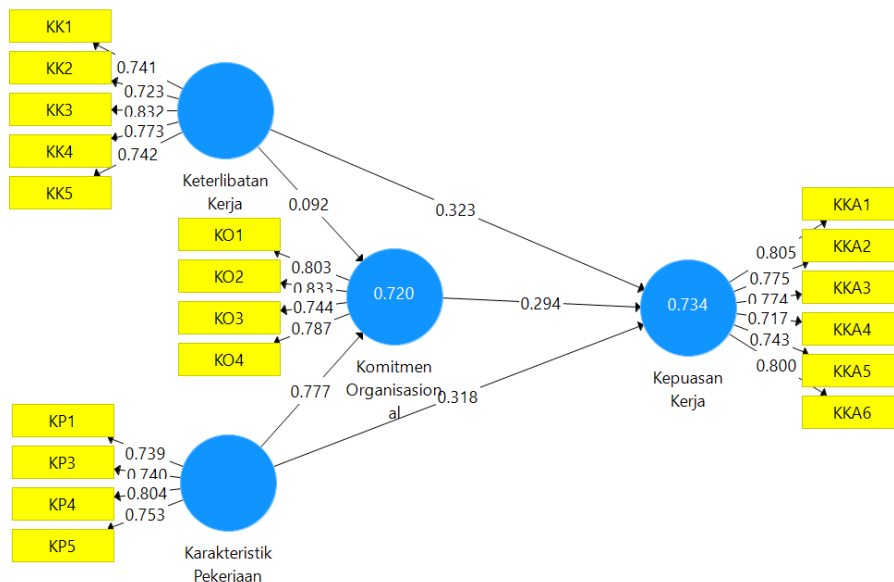
	<i>R Square</i>	<i>R Square Adjusted</i>
KO	0.720	0.708
KKA	0.734	0.716

Source: Primary data processed 2025.

KO= Organizational Commitment; KKA= Job Satisfaction

The results of the data analysis above are shown in Figure 1, which shows the structure of the Partial Least Squares (PLS) model, which demonstrates the relationship between the variables in the study. This model demonstrates the magnitude of the relationship between work involvement and job characteristics on job satisfaction through the mediator variable of organizational commitment.

Figure 1. Results after factor analysis test



Source: Processed primary data, 2025.

Discussion

The Influence of Work Involvement on Organizational Commitment

The results of the first hypothesis test (H1) stated that work engagement did not have a significant influence on organizational commitment. This finding differs from previous findings which reported a positive and significant impact between work engagement and organizational commitment.(Sugeng & Niswah, 2023)This difference can be explained by the respondents' relatively low level of work engagement. This is evident from the work engagement variable, which has the lowest average score (3.3), stating, "Most of my personal life goals are focused on work," while the highest average score (3.7) states, "Most of my interests are centered on my work." This indicates that their work engagement is not optimal. This condition has an impact on low attachment to the organization so that organizational commitment is not built significantly.

The Influence of Job Characteristics on Organizational Commitment

The results of the H2 test indicate that job characteristics have a significant influence on organizational commitment. This study, similar to previous research, found that job characteristics have a positive and significant influence on employees' levels of organizational commitment.(Wati et al., 2024). This similarity in results is acceptable because challenging, varied, and meaningful work makes employees feel valued and have an important contribution to the organization. The job characteristics variable has the lowest mean (3.56) which states, "I have a stimulating and challenging job." Meanwhile, the highest mean value (4.14) states, "I feel a sense of valuable accomplishment in my work."

The Influence of Job Involvement on Job Satisfaction

The results of the third hypothesis test, H3, indicate that job engagement has a significant impact on job satisfaction. This finding is similar to previous research that reported a positive and significant relationship between job engagement and employee job satisfaction.(Lopang et al., 2023). This result is acceptable because employees who feel involved in their work tend to be more motivated, find their work meaningful, and ultimately feel more satisfied. The work engagement variable has the lowest mean (3.3), which states, "Most of my personal life goals are focused on work.", while the highest mean (3.7) states, "Most of my interests are centered on my work."

The Influence of Job Characteristics on Job Satisfaction

The results of the fourth hypothesis test, H4, indicate that job characteristics have a significant influence on job satisfaction. This finding is similar to previous research that showed a similar relationship, namely, the results of previous research that stated a positive and significant impact between job characteristics and job satisfaction.(Citrayani et al., 2022). The results of this similarity of findings are accepted because clear job characteristics, providing challenges, and opportunities for development can increase employee satisfaction. The job satisfaction variable has the lowest average value (3.5) stating "The organization clearly communicates its mission to me" while the highest average value (4.14) states "Overall, I feel satisfied with my job".

The Influence of Organizational Commitment on Job Satisfaction

The results of testing the fifth hypothesis (H5) indicate that organizational commitment has a significant influence on job satisfaction. This finding echoes previous research, which also demonstrated a positive and significant relationship between organizational commitment and job satisfaction.(Limbu et al., 2024). This significant influence is acceptable because a high level of commitment encourages employees to establish a close emotional connection with the organization, thereby fostering job satisfaction. Organizational commitment has the lowest mean value (3.52), which states, "I talk about this organization to my friends as a great organization to work for.", while the highest mean value (4.04) states, "I am very happy that I chose this organization to work for."

The Influence of Job Involvement on Job Satisfaction Mediated by Organizational Commitment

The results of testing the sixth hypothesis (H6) indicate that job involvement does not have a significant relationship with job satisfaction, with organizational commitment acting as a mediator. This finding is inconsistent with previous research, which stated that job involvement has a positive and significant impact on job satisfaction, with organizational commitment acting as a mediator.(Gumasing & Ilo, 2023). The difference in these findings indicates that theoretically the mediating role of organizational commitment depends on the level of work involvement, where low work involvement is not strong enough to form a commitment that has an impact on job satisfaction. The low

average of the work involvement variable (3.3), which states, "Most of my personal life goals are focused on work", while the highest average value (3.7) states, "Most of my interests are centered on my work".

The Influence of Job Characteristics on Job Satisfaction Mediated by Organizational Commitment

The results of the seventh hypothesis test (H7) indicate that job characteristics have a significant impact on job satisfaction, with organizational commitment acting as a mediator. This finding aligns with existing research that has shown a similar relationship, namely that organizational commitment has a positive and significant influence as a mediator of the relationship between job characteristics and job satisfaction. (Januardi & Budiono, 2021). These findings are accepted because the characteristics of the work that support creating a sense of appreciation for employees, which then strengthens their commitment to the organization will have a positive impact on job satisfaction. The variable of job characteristics has the highest value (4.14) stating, "I feel a valuable achievement in my work". This strengthens the variable of organizational commitment, which then has an increasing influence on employee job satisfaction who also have the highest average variable with a value (4.14) stating, "Overall, I feel satisfied with my job".

5. Conclusion and Suggestions

Conclusion

This study was conducted on employees of PT Adimulia Palmo Lestari Batang Hari and revealed that job involvement had no significant relationship with organizational commitment. Conversely, job characteristics were shown to have a significant impact on organizational commitment. In addition, job involvement significantly influenced job satisfaction, and there was also a significant relationship between job characteristics and job satisfaction. Likewise, organizational commitment was also found to have a significant relationship with job satisfaction. However, job involvement through the mediating role of organizational commitment did not have a significant impact on job satisfaction, while job characteristics through the mediation of organizational commitment had a significant influence on job satisfaction.

Suggestion

These findings suggest that companies need to manage work engagement effectively to avoid overemphasizing it, thus reducing employee commitment. Furthermore, good job characteristics should be continuously enhanced by providing meaningful and challenging responsibilities, as this has been shown to increase commitment and job satisfaction. Strengthening organizational commitment can be achieved through reward programs and career advancement, which ultimately increase employee job satisfaction and reduce turnover rates. Future research could consider adding a job stress variable to analyze its role in influencing job satisfaction alongside job engagement, job characteristics, and organizational commitment. To optimally achieve company goals, operational management needs to prioritize employee work-life balance and manage work stress levels to prevent problems. This can ultimately lead to optimal job satisfaction. (Cahyadi & Prastyani, 2020). Work stress experienced by employees needs to be considered because when employees experience stress due to work, it can reduce job satisfaction.

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