

The Effect of Organizational Commitment On Job Satisfaction of South Tapanuli Regency DPRD Secretariat Employees



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ABSTRACT

Organizational commitment is the process by which organizational and individual goals become increasingly integrated. This research aims to determine the effect of organizational commitment on job satisfaction of South Tapanuli Regency DPRD Secretariat employees. The research carried out includes explanatory research. The population in this study were 15 employees within the Regional Representative Council of South Tapanuli Regency. Since the population was only 15 people, the author used the entire population as a sample, namely 15 people. The data collection technique used was a questionnaire and then analyzed using simple linear regression analysis to test hypotheses, correlation analysis and coefficient of determination. Based on the research results, it can be seen that the t test on the organizational commitment variable (X) obtained a calculated t of 3.891 with a significant t of 0.002. Because the calculated t is greater than the t table ($3.891 > 0.690$) and with a significant level of t smaller than 0.05 ($0.002 < 0.05$), it can be concluded that H_0 is rejected and H_a is accepted. This shows that the organizational commitment variable partially influences job satisfaction. Because the alternative hypothesis is $\alpha = 0.05$ or 5% and the Confidence Interval is 95%, which means the confidence level of 15 respondents states that organizational commitment has a significant effect on job satisfaction is 95%.

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1. INTRODUCTION

Humans always play an active and dominant role in every organizational activity, because humans are the planners, actors and determinants of the realization of organizational goals. This goal cannot be realized without the active role of employees, no matter how sophisticated the tools the company has. Managing employees is something difficult and complex, because they have heterogeneous thoughts, feelings, status, desires and backgrounds that are brought to the organization so that employees cannot be completely managed and controlled like machines, capital, buildings, etc. but must be regulated by management theories that focus on the regulation of human roles in realizing optimal goals. Human resources are a very important factor in a company in addition to other factors such as capital. Therefore, human resources must be managed well to increase organizational effectiveness and efficiency, as one of the functions in the company known as human resource management.

Organizational commitment is a process where organizational and individual goals become increasingly integrated (Mowday, Porter, Steers, 2015). According to Allen and Meyer (1997) organizational commitment is a belief that binds employees and the organization which is demonstrated by loyalty, involvement in work, and identification with the values and goals of the organization. Commitment contains belief, binding, which will generate energy to do the best (Miyatun, 2011).

A company needs employees who have a high commitment to carrying out its activities to achieve organizational goals. Employees who have a high commitment to their organization will carry out their work optimally and more responsibly, so that with this commitment employees can help facilitate the organization in achieving its goals (Indria, 2015). Employees who show high commitment will show a work attitude that is full of attention to their duties, tries to achieve organizational goals, has responsibility for carrying out tasks, is more motivated to be present in the organization, is very loyal to the organization, and will have an impact on improving the employee's career (Priansa, 2016; Nydia, 2012; Chairy, 2002; Miyatun, 2011).

According to Greenberg and Baron (1993), employees who have high organizational commitment are employees who are more stable and more productive, so that in the end they are also more profitable for the organization. Meanwhile, a low level of commitment within employees can cause problems to arise which will then reduce employee performance and hinder the success of a company (SIREGAR & SUMA, 2024). Problems that arise related to low employee commitment are complaints at work, high levels of absenteeism, frequent errors or accidents on duty, lack of loyalty to the organization, and strikes as well as the desire and behavior to move to another company (Kingkin, Rosyid, Arjanggi, 2009; Chairy, 2002).

Factors that can influence organizational commitment are personal factors, job characteristics, structural characteristics, culture of openness, job satisfaction, work experience, personal opportunities for development, organizational direction, work rewards that suit needs (Priansa, 2016; Chairy, 2002). Watson's survey in Indonesia stated that several factors that cause Indonesian employees to stay in a company apart from salary factors are career development opportunities, a comfortable working environment and the length of time they travel to the office (beritasatu, 2014). Many

companies in Indonesia fail to understand the importance these factors play in increasing employee commitment.

Job satisfaction has a close relationship with organizational commitment, while job satisfaction is the first aspect achieved before an employee has organizational commitment, where job satisfaction has a significant influence on organizational commitment (Gunlu et al. 2010: 125).

2. LITERATURE REVIEW and HYPOTHESIS

2.1. Organizational Commitment

Mathis (2000:98) provides a definition of organizational commitment as the degree to which employees believe and accept the organization's goals and will stay or not leave the organization.

According to Neale & Northcraft, (in Sudarmanto 2009: 102) organizational commitment includes three things, namely: first, strong belief in the goals and values of the organization; second, strong will or true commitment to the interests of the organization; third, a strong desire to continuously or always be a member of the organization.

According to Spencer (in Sudarmanto, 2009: 102), organizational commitment is an individual's ability and willingness to align his behavior with the organization's commitment, priorities and goals and act for the organization's goals or needs.

2.2. Job Satisfaction

Job satisfaction has an important role in realizing institutional or organizational goals. Job satisfaction has a major contribution to the increase and work morale of each employee. According to Sunyoto (2013:210) job satisfaction (job statisfaction) is a pleasant or unpleasant emotional state in which employees view their work. There are 5 (five) factors that influence job satisfaction, namely:

- a) Challenging work
- b) Appropriate rewards
- c) Supportive working conditions
- d) Supportive coworkers
- e) Compatibility between work and individual personality

3. METHODS

This research was conducted at the Regional Representative Council of South Tapanuli Regency. The objects of this research are employees within the DPRD Secretariat of South Tapanuli Regency.

The research carried out includes explanatory research, namely explaining the causal relationship between research variables through hypothesis testing. According to Singarimbun and Effendi (2006:134) explain that explanatory research is research that intends to explain the position of the variables to be studied and to determine the relationship between one variable and other variables.

Table 1. Operational Definition of Variables

Variable	Variable Definition	Indicator		Instrument Items	Scala
Organizational commitment (X)	The degree to which employees believe and accept the goals of the organization and will remain or will not leave the organization. Mathis (2000:98)	1.	<i>Affective commitment</i>	1,2,3	Likert
		2.	<i>Continuance Commitment</i>	4,5	
		3.	<i>Normative Commitment</i>	6,7	
Job satisfaction (Y)	The (positive) attitude of workers towards their work, which arises based on an assessment of the work situation. Umam (2012:192)	1	Fair and appropriate remuneration	1	Likert
		2	Appropriate placement according to expertise	2	
		3	The lightness of the work	3	
		4	Work atmosphere and environment.	4	
		5	Equipment that supports the implementation of work	5	
		6	The leader's attitude in leadership		
		7	7. The nature of the work is monotonous or not		
				6	
				7	

Source: Data Processed by the Author, 2024

The population in this study were 15 employees within the Regional Representative Council of South Tapanuli Regency. Since the population was only 15 people, the research used the entire population as a sample, namely 15 people.

The data collection technique used was a questionnaire and then analyzed using simple linear regression analysis to test hypotheses, correlation analysis and coefficient of determination. However, previously validity and reliability tests were carried out.

4. RESULTS

1. Data Quality Testing

a. Validity test

The validity test is used to measure whether a questionnaire is valid or not. Validity tests can determine the suitability of items on the question list when defining variables. The validity test carried out by the researcher used the Corrected Item Total formula with a significance level of 5% ($\alpha=0.05$), which means that an item is considered valid if the correlation value is significant to the total score. The results of this research on the indicators of the variables organizational commitment (X) and job satisfaction (Y) are stated. The following table presents the results of the validity test of the research respondents' question items:

Table 2. Validity Test Results

Variable	Items	r hitung	r tabel	Result
Organizational commitment (X)	Item 1	0,784	0,514	Valid
	Item 2	0,759	0,514	Valid
	Item 3	0,654	0,514	Valid
	Item 4	0,854	0,514	Valid
	item 5	0,798	0,514	Valid
	Item 6	0,659	0,514	Valid
	Item 7	0,709	0,514	Valid
Job satisfaction (Y)	Item 1	0,808	0,514	Valid
	Item 2	0,670	0,514	Valid
	Item 3	0,822	0,514	Valid
	Item 4	0,776	0,514	Valid
	Item 5	0,755	0,514	Valid
	Item 6	0,706	0,514	Valid
	Item 7	0,681	0,514	Valid

Source: Processed Primary Data, 2024

Based on the research results processed by the researcher in the table above, it shows that all items in the variables organizational commitment (X) and job satisfaction (Y) have valid criteria where the calculated r is greater than the r table. Thus, it can be concluded that all question items on all variables in this study are reliable and suitable for research.

b. Reliability Test

Reliability testing is used for question items that are declared valid. A questionnaire is said to be reliable if the respondent's response to the question is consistent or stable. This reliability test calculation uses SPSS 25. Measuring the instrument level is done using the alpha coefficient. This alpha coefficient is measured using the alpha coefficient. If the Cronbach alpha value is > 0.6 then the statement is said to be reliable. The following are the results of the reliability of the questionnaire for each research variable.

Table 3. Reliability Test Results

Variable	Cronbach's Alpha	average	Result
Organizational commitment (X)	0,890	0,6	Reliable
Job satisfaction (Y)	0,871		

Source: Processed primary data, 2024

Based on the research results processed by the researcher in the table above, it shows that all Cronbach's Alpha values are more than the limit value, namely 0.6, both the organizational commitment variable (X) and the job satisfaction variable (Y). Therefore, it can be concluded that all items in the questions are consistent or reliable.

c. Normality test

Data normality aims to determine whether the dependent variable and independent variable both have a normal distribution or not. A good regression model has a normal or close to normal residual distribution.

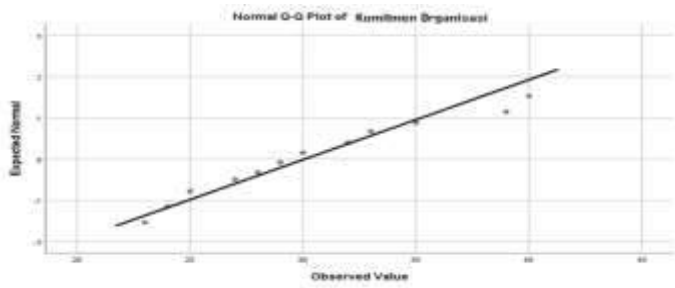


Figure 1. Histogram

Based on Figure 2 above on the P-Plot graph, it can be seen that the points are spread around the diagonal line and follow the direction of the diagonal line, this can be said to have a normal normal distribution or has met the normality assumption of the data distribution.

2. Hypothesis Testing

a. Simple Linear Regression Model

From the results of data processing of a simple linear regression model using SPSS it can be seen as follows:

Table 4. Simple Linear Regression Test Results

Coefficients ^a						
Unstandardized Coefficients				Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	20.035	5.149		3.891	.002
	organizational commitment	.365	.169	.514	2.158	.050

a. Dependent Variable: Job Satisfaction

Source: Primary data processed, 2024

Based on the table above, the regression line equation is obtained as follows:

$$Y = 20,035 + 0,365 X + \mu_i$$

The calculations that have been carried out produce an equation showing that the value of X is a regression which is estimated as follows:

- 1 The constant value (β_0) is 20.035, meaning that if the independent variable organizational commitment (X) is constant or 0, then the value of job satisfaction (Y) decreases by 20.035.
- 2 The regression coefficient (β_i) is 0.365, meaning that for every increase in the organizational commitment variable (X), the value of the job satisfaction variable (Y) will increase by 0.365 actions.

b. t test

The t test is carried out to determine the influence of the independent variable partially on the dependent variable, provided that if the significance level is $< \alpha$ (0.05), then the independent variable individually has an effect on the dependent variable. The t test results can be seen in the table as follows:

Table 5. T Test Results

Coefficients^a

Unstandardized Coefficients				Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	20.035	5.149		3.891	.002
	organizational commitment	.365	.169	.514	2.158	.050

a. Dependent Variable: Job Satisfaction

Source: Primary data processed, 2024

Based on the results of the t test in the table above, it can be seen that the t test on the organizational commitment variable (X) obtained a calculated t of 3.891 with a significant t of 0.002. Because the calculated t is greater than the t table ($3.891 > 0.690$) and with a significant level of t smaller than 0.05 ($0.002 < 0.05$), it can be concluded that H_0 is rejected and H_a is accepted. This shows that the organizational commitment variable partially influences job satisfaction. Because the alternative hypothesis is $\alpha = 0.05$ or 5% and the Confidence Interval is 95%, which means the confidence level of 15 respondents states that organizational commitment has a significant effect on job satisfaction is 95%.

3. Coefficient of Determination (R^2)

The coefficient of determination test (R^2) is used to show how much the independent variable explains the dependent variable. Based on the results of the coefficient of determination test, the following results were obtained:

Table 6. Determination Coefficient Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.514 ^a	.264	.207	3.263
a. Predictors: (Constant), organizational commitment				

Source: Primary data processed, 2024

Based on the table above, it can be seen that the coefficient of determination value of 0.207 is equal to 20.7%. This means that 20.7% of the job satisfaction of South Tapanuli Regency DPRD Secretariat employees is influenced by the independent variable in this research, namely organizational commitment. Meanwhile, the remaining 79.3% is influenced by other factors.

5. CONCLUSION

Based on the research results, the organizational commitment variable partially influences job satisfaction. Because the alternative hypothesis is $\alpha = 0.05$ or 5% and the Confidence Interval is 95%, which means the confidence level of 15 respondents states that organizational commitment has a significant effect on job satisfaction is 95%. It can be seen that the coefficient of determination value of 0.207 is equal to 20.7%. This means that 20.7% of the job satisfaction of South Tapanuli Regency DPRD Secretariat employees is influenced by the independent variable in this research, namely organizational commitment. Meanwhile, the remaining 79.3% is influenced by other factors.

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