



The Intervening Role of Organizational Commitment on The Effect of Organizational Climate on Job Satisfaction

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Abstract

The goal of this study is to look at how organizational climate affects job satisfaction, using organizational commitment as a mediator variable. This study uses a survey method to conduct a causal study. Population target in this research is civil servant National Unity and Politics Agency in Pasuruan City. 50 civil servants participated in this study. The analysis methods that used in this research was path analysis. The findings of this study show that: 1) organizational climate has a significant positive impact on organizational commitment, 2) organizational climate has a significant positive impact on work satisfaction, 3) organizational commitment has a significant positive impact on job satisfaction, and 4) organizational commitment mediates the effects of organizational climate on job satisfaction.

Keywords: Organizational Climate, Job Satisfaction, Organizational Commitment

Abstrak

Tujuan penelitian ini adalah untuk menganalisis pengaruh iklim organisasi terhadap kepuasan kerja dengan komitmen organisasi sebagai variabel mediasi. Jenis penelitian ini adalah kuantitatif kausal. Populasi penelitian ini adalah Pegawai Badan Kesatuan Bangsa dan Politik Kabupaten. 50 responden berpartisipasi dalam penelitian ini. Metode analisis yang digunakan dalam menjawab pertanyaan penelitian adalah analisis jalur. Hasil analisis data menunjukkan bahwa: 1) iklim organisasi berpengaruh positif secara signifikan terhadap komitmen organisasi, 2) iklim organisasi berpengaruh positif secara signifikan terhadap kepuasan kerja, 3) komitmen organisasi berpengaruh positif secara signifikan terhadap kepuasan kerja, dan 4) komitmen organisasi memediasi pengaruh iklim organisasi terhadap kepuasan kerja.

Kata Kunci: Iklim Organisasi, Kepuasan Kerja, Komitmen Organisasi.

1. Introduction

Human resources are one of the most crucial aspects of every business. Without the elements, facilities and other available resources cannot be useful because humans are the driving force for the running of an organization. Human resources are an invaluable asset for an organization (Batilmurik & Noermijati, 2019). There are various aspects that assist each other in an organization, including the organizational climate and employee job satisfaction.

Organizational climate is a type of perspective that the group owns and accepts implicitly, and It has an effect on how a group feels, thinks about, and reacts to its various circumstances. With a positive atmosphere, the organization can usually easily overcome obstacles and achieve organizational goals by depending on the organization's assets.

In addition to the climate in the organization, there are other factors that need to be considered by an organization, namely job satisfaction. Employee job satisfaction in an organization is certainly important to be considered by the management because job satisfaction will determine the level of morale of the employees themselves. Employees with high levels of satisfaction will certainly be more enthusiastic in carrying out the tasks assigned to them compared to employees with lower levels of satisfaction. Employees' job satisfaction is an emotional condition that affects how they feel about their employment. Employee job satisfaction is defined as a positive attitude about their employment. Employees' favorable attitudes toward work and everything that occurs in the workplace demonstrate this.

Furthermore, in order for businesses to succeed and thrive in this era of globalization, they must have employees who are committed to the firm. Employee loyalty plays an important role in increasing organizational commitment. Organizational commitment occupies an important position in various research literatures because organizational commitment is proven to be an excellent predictor of various important work behaviors in organizations (Haslam, 2001). According to Robbins and Judge (2015:47) The degree to which an employee recognizes an organization, its aims, and expectations in order to stay a member is referred to as organizational commitment. Organizational commitment, according to Moorhead and Griffin (2013: 73), is an attitude that shows the amount to which an individual knows and is bound to his organization. A highly dedicated individual is more likely to regard himself as a true part of the organization. Organizational commitment, on the other hand, is defined by Kreitner and Knicki (2014:165) as a person's awareness of and dedication to an organization's aims.

Employees that join the company bring their own aspirations, needs, and past experiences, which shape their job expectations, and they work together with the company to reach joint goals. A strong level of dedication to the organization is required for employees to be able to work together and perform well. Employees that are devoted to the organization's aims will feel confident and believe that the organization's values and goals are in accordance with their expectations, resulting in job satisfaction. As a result, the clarity of the organization's goals and policies is critical, and it must be implemented appropriately and accurately in order for employee commitment to the organization to increase.

Based on an initial observations made by researchers, problems were found in the Office of the National Unity and Political Unity of Pasuruan Regency, which were related to the organizational climate, including weak cooperation between individuals in a team, there were still many employees who came late, left the office prematurely, during working hours. This is an important problem in the organization because attitudes and behavior patterns and actions of all members of the organization affect the quality of the employee's work. A good organizational climate will create, improve, and maintain high performance. Organizations need to change the culture adopted in order to be able to create a climate that encourages the empowerment process. As a result, it is vital to redefine the values that all human resources inside it are required to accept. Furthermore, the problem of employee job satisfaction has not been achieved because there are still many employees who are less enthusiastic in working,

and the work results are still far from the expectations of the leadership both in quality and quantity.

Previous research examining the influence of organizational climate on job satisfaction has been carried out by Yulianti (2008), Susanty (2012), Ariyani (2012), Rachman (2013), Paramitha, et al (2018), Diani (2018) and Fajrianti and Kusumayadi. However, there are research results which state that organizational climate has no effect on job satisfaction. Research by Yulianti (2008), Ariyani (2012), Rachman (2013), Paramitha, et al (2018), Diani (2018) claims that organizational climate has an impact on job satisfaction. While research conducted by Susanty (2012), shows job satisfaction is unaffected by organizational climate.

The variability of prior studies' findings suggests that there are other elements, such as organizational commitment, that influence the relationship between organizational climate and job satisfaction. The goal of this research is to explore how organizational climate influences work satisfaction, utilizing organizational commitment as a mediating factor.

2. Method

The type of this research is causal quantitative. This study intends to explain the effect of organizational climate on employee job satisfaction with organizational commitment as a mediating variable. The variables used in this study are the independent variables, namely organizational climate, the dependent variable is job satisfaction, and the mediating variable is organizational commitment. The population in this study were all 50 employees of the National Unity and Political Agency of Pasuruan Regency. A census is employed as the sampling technique, in which the entire population is used as the research sample..

The method of data gathering followed in this study was a rating-scale questionnaire with a Likert scale of 5 points (strongly agree, agree, hesitate, disagree and strongly disagree). To measure the organizational climate variable, the researcher used the instrument used by Susanty (2012). This variable was measured using 18 indicators, namely structure, standards, responsibility, recognition, support, and commitment. Job satisfaction variable was measured using 10 indicators, namely payment, promotion, achievement, and superior's ability. Organizational commitment variable was measured using 12 indicators, namely affective, continuity, and normative. To test the hypothesis used path analysis. Path analysis is utilized in this study to determine the causation between variables. The research model can be shown in Figure 1 below.

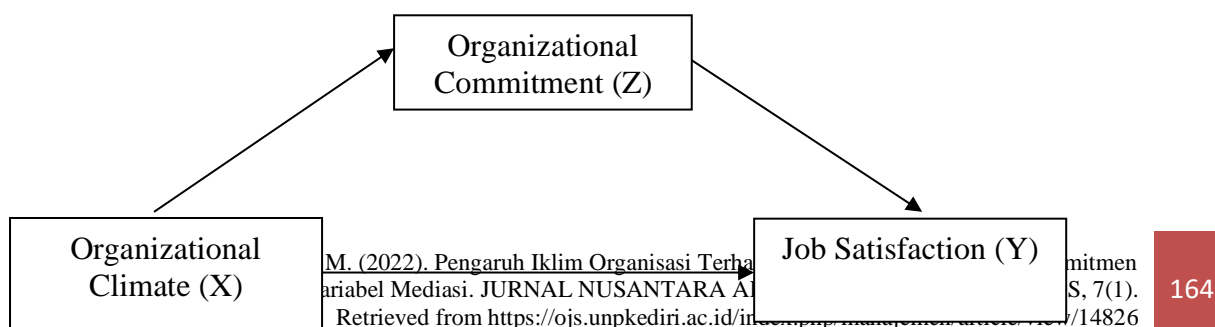


Figure 1. Research Model

3. Results and Discussion

Based on the results of data processing on 50 respondents, it showed that respondents aged 30-40 years were 29 people or 58%, respondents aged between 41-50 years were 12 people or 24%, and respondents aged 51-60 years were as many as 9 people or 18%. The majority of the employees are between the ages of 30 and 40 (58 percent). In terms of gender classification, male respondents make up 28 percent of the total, while female respondents make up 22 percent of the total. According to the age of the respondents, respondents with the most recent high school education account for 12 people (24%), respondents with the most recent Diploma III (Diploma III) account for 4 people (8%), respondents with the most recent Bachelor (S1) account for 25 people (50%), and respondents with the most recent postgraduate education (S2) account for 9 people (18%). According to the tenure, respondents with a working period of 6-10 years account for 5 individuals (10%), respondents with a working period of 11-15 years account for 17 people (34%), and the remaining 28 people have worked for 16 years (56 percent).

Hypothesis test

Tables 1 and 2 below are the results of the regression to test the hypothesis of this study.

Table 1. Regression Results of The Effect Organizational Climate and Organizational Commitment on Job Satisfaction

Variable	Beta Koefisien	t	Sig.
Organizational climate (X)	0,572	5.178	0.000
Organizational commitment (Z)	0,304	2.754	0.008

Table 3. Regression Results of Climate Effect on Organizational Commitment

Variable	Beta Koefisien	t	Sig.
Organizational climate (X)	0.591	5.081	0.000

Hypothesis Test 1

The path coefficient value of the organizational climate variable (X) on the job satisfaction (Y) is 0.572 with a significant level of 0.008 (Table 1). Because the resulting significant level is smaller than 5% ($\text{sig} < 5\%$), It may be concluded that organizational climate (X) influences job satisfaction (Y). Thus, The first hypothesis, that the organizational climate has a significant beneficial impact on job satisfaction, is accepted.

Hypothesis Test 2

The path coefficient value of the organizational climate variable (X) with the organizational commitment variable (Z) is 0.591 with a significant level of 0.000. Because the resulting significant level is smaller than 5% ($\text{sig} < 5\%$), It may be concluded that organizational climate (X) influences organizational commitment (Z), proving hypothesis 2: organizational climate has a significant positive impact on organizational commitment As a result, H2 is supported.

Hypothesis Test 3

The path coefficient value of the organizational commitment variable (Z) with the job satisfaction variable (Y) is 0.304 with a significant level of 0.000 (Table 1). Because the resulting significant level is smaller than 5% ($\text{sig} < 5\%$), it can be concluded that organizational climate (X) has an effect on job satisfaction (Y), As a result, hypothesis 3 is confirmed, stating that organizational commitment has a considerable beneficial effect on job satisfaction.

Hypothesis Test 4

As explained above that the direct effect of X on the Y variable is 0.572. While the indirect effect of variable X through variable Z on variable Y is the beta value of X to Z multiplied by the beta value of Z to Y that is, $0.591 \times 0.304 = 0.180$. Then it can be seen that the total effect is the direct effect plus the indirect effect, namely, $0.180 + 0.572 = 0.752$. These results prove that the direct effect $<$ of the total effect ($0.527 < 0.572$). Besides, based on the results of the Sobel test, the z value obtained is $38,554 > 1.96$ with a significance level of 5%, it proves that organizational commitment is able to mediate the relationship between the influence of organizational climate on job satisfaction. Thus H4 which states that organizational commitment mediates the effect of organizational climate on job satisfaction is proven.

Discussion of Research Results

1. The Effect of Organizational Climate on Job Satisfaction

The results of this study indicate that organizational climate has a significant positive effect on job satisfaction. This means, the more conducive the organizational climate, the higher the job satisfaction of employees. This is in line with the results of research conducted

by Ariyani (2012), Diani (2018) and Adiapsari (2012) showing that organizational climate has a positive effect on job satisfaction. The results of his research reveal that organizational climate has a significant positive effect on employee job satisfaction.

Organizational climate has a significant impact on the achievement of organizational objectives. Organizations should strive to promote a favorable climate for their employees. A conducive climate will cause the organization to be able to manage the needs of the organization optimally so that it can create an internal environment or psychological environment that supports the achievement of organizational goals. According to Kurniasari and Halim (2013), a positive organizational climate can contribute to job satisfaction and employee initiatives to accomplish their jobs as well as possible. Employee work satisfaction is also a critical factor in determining whether a company's actions succeed or fail. Employee job satisfaction must be maximized in order to generate high levels of work morale, dedication, love, and discipline. According to Susanty (2012) organizational climate is very important in achieving organizational success, creating a conducive organizational climate will lead to employee job satisfaction.

Job satisfaction can be defined as an individual's positive attitude towards his job. A person who is content with their job has positive feelings about it, whereas someone who is unsatisfied has negative feelings about it (Robbins and Judge, 2008). One of the efforts to increase employee job satisfaction is to create a company work environment or a favorable organizational climate (Wibisono, 2011). Organizational climate describes the atmosphere of the internal environment perceived by members of the organization (Wijayanto, 2017). Perception will affect a person's attitude in the organization, if the attitude and behavior is positive, then the organization will benefit greatly because it will have an impact on the individual's performance. Wijayanto also said that the organizational climate affects employee productivity and will further affect the effectiveness and efficiency of the organization.

From the results of research at the National Unity and Political Agency of Pasuruan Regency, it was found that the organizational climate was quite conducive due to a good relationship between leaders and subordinates, adequate office facilities and infrastructure, and good cooperation between employees in completing office tasks. The good organizational climate encourages job satisfaction.

2. The Effect of Organizational Climate on Organizational Commitment

The findings of this research show that organizational climate has a significant positive impact on organizational commitment. This indicates that the more pleasant the organizational climate is, the more dedicated its members are. This is in line with the findings of Adiapsari's (2012) study on the impact of climate on organizational commitment. According to the findings of his study, organizational atmosphere has a considerable positive impact on organizational commitment.

Employees perceive an organization with a positive work climate as a pleasant place to work. The comfort of the workplace encourages employees to always be involved in organizational activities. Noordin et al. (2010) in his research found that a conducive organizational work climate will be the basis for members of the employee organization in completing the work assigned to them so that it will facilitate the achievement of organizational goals. Thus, a pleasant organizational work climate characterized by decent working circumstances, amicable relationships with coworkers and superiors, enough work facilities, and a sense of purpose and comfort in the organization makes it simpler for employees to participate in organizational activities. The more time people devote to organizational activities, the stronger their organizational commitment will be, and their work performance will improve as a result.

3. The Effect of Organizational Commitment on Job Satisfaction

The results of this study indicate that organizational commitment has a significant positive effect on job satisfaction. This means, the stronger the organizational commitment, the higher the satisfaction felt by employees. Teresa and Evienia (2019) did study on the impact of organizational commitment on job satisfaction, and their findings are consistent with this. Employees who have a strong sense of loyalty to the company will put up maximum effort to meet organizational goals, are willing to make sacrifices for the company's benefit, and have a strong desire to stay with the organization. Employee organizational commitment has a positive impact on the sustainability of the company. Employees will be committed to the company if employees feel needed and employees are involved in organizational problems, thus so that it can create a sense of belonging to the employee which in turn results in their job satisfaction.

4. The Effect of Organizational Climate on Job Satisfaction Through Organizational Commitment

The findings of this study indicate that organizational climate can have no effect on job satisfaction with organizational commitment as a mediating variable. The higher the organizational climate, the higher the employee's commitment to the organization which in turn has an impact on employee job satisfaction. A conducive climate accompanied by high organizational commitment will foster high job satisfaction for employees. At the National Unity and Political Agency of Pasuruan Regency where the organizational climate is quite conducive and organizational commitment is high so that employees work happily, working without coercion because they consciously have responsibilities at work. Therefore, employee job satisfaction is increasing.

4. Conclusion

There are 4 (four) important conclusions of this study as follows: (1) Organizational climate has a significant positive effect on organizational commitment, which means the better or more conducive an organizational climate in the company, the better or higher organizational commitment, (2) Organizational climate has a substantial impact on job satisfaction, which means that the better the organizational climate within the company, the higher the job satisfaction, (3) Employee organizational commitment has a significant positive effect on job satisfaction, which means the more satisfied employees are work will increase organizational commitment within the company, (4) organizational climate will have a significant impact on job satisfaction through organizational commitment, which means a good organizational climate will increase organizational commitment and subsequently have an impact on job satisfaction

This research reveals several practical implications. The findings of this research show that organizational climate and organizational commitment have a significant positive effect on job satisfaction. This indicates the need for the National and Political Unity Agency of Pasuruan Regency to create a conducive climate so that organizational commitment and employee job satisfaction can be created. The theoretical implication is to make an academic contribution to the development of human resources, especially examining the organizational climate variables, work commitment and their influence on employee job satisfaction.

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