



# The Influence of Organizational Commitment and Work Culture on Job Satisfaction of General Section Employees of the Bontang City Regional Secretariat

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## ABSTRACT

This research was conducted to determine the influence of organizational commitment and work culture on job satisfaction of employees in the general section of the Bontang City Regional Secretariat. This research is a type of quantitative research. The respondents in this study were 50 employees of the General Section of the Bontang City Regional Secretariat. Data was processed using SPSS version 16.0. The results were tested using multiple regression analysis, F test, t test and R<sup>2</sup> test. In the multiple linear regression test,  $Y = 12.924 + 0.256X_1 + 1.019X_2$ . F calculation shows a value of 154.694 with a significance level of 0.000. Meanwhile, the  $F_{table}$  value is 3.20. This shows that the  $F_{count}$  value is  $> F_{table}$  with a significance level of  $0.000 < 0.05$ . Testing the  $t_{count}$  value for the Organizational Commitment variable ( $X_1$ ) is greater than the  $t_{table}$  value ( $4.717 > 2.010$ ) with a significance level below 0.05, namely 0.000. Meanwhile, the  $t_{count}$  value for the Work Culture variable ( $X_2$ ) is greater than the  $t_{table}$  value ( $8.796 > 2.010$ ) with a significance level below 0.05, namely 0.000. The R Square value was 86.8%. This means that the independent variables Organizational Commitment and Work Culture together influence the dependent variable Job Satisfaction by 86.8% and the rest is influenced by other variables not included in this research. From these results it is shown that Organizational Commitment and Work Culture together have a significant effect on Job Satisfaction for Employees of the General Section of the Bontang City Regional Secretariat.

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## INTRODUCTION

Along with the development of science and technology, in the current era of globalization, the problem of human resources is the most important asset for an organization or company. Because it plays a dominant role in the organization's operational activities to achieve predetermined goals. Human resources and their quality support success in carrying out work [1].

In Indonesia, the government system is divided into two, namely central government and regional government. One of the regional governments in Indonesia is Bontang City, which has a Regional Secretariat. The Regional Secretariat is a supporting element of regional government leadership led by the Regional Secretary. The general section has the task of carrying out the preparation of policy implementation and monitoring and evaluation in the areas of leadership administration, expert staff and personnel (TUP), finance, household and equipment in accordance with the vision and mission of the Bontang City Government for 2021-2026. Based on the author's observations, the phenomenon in this research is that there are several problems regarding a decrease in employee job satisfaction. Lack of self-awareness of work responsibilities, disciplinary rules, less than optimal support from colleagues, and working conditions. This can influence and cause less than optimal work to be done [2].

An organization or company cannot be separated from human labor, because no matter how advanced technology is, without being supported by humans as a resource, the organization's goals will not be

achieved. The organization also continues to create conditions that can encourage employees to develop employee skills optimally. One thing that can be done to achieve these conditions is through creating employee job satisfaction [3]. Job satisfaction is a key driver of morale, discipline and work performance. Job satisfaction is an individual's behavior related to work, salary, promotion, supervision and coworkers [4].

One of the factors that can influence employee job satisfaction is organizational commitment [4] by creating an attitude of concern for the organization's totality in work, being active and innovative. One of the keys to successful organizational management is also determined by success in managing human resource commitment [5]. How committed employees are to the organization where they work really determines whether the organization achieves its goals [6]. So it is not uncommon for people appointed to occupy certain positions to be those who have high commitment or loyalty to the organization [7]. Having high organizational commitment in employees will prevent employees from negative organizational behavior, for example truancy, absenteeism, moving to another company, leaving work hours, and so on. So it is hoped that a company's employees will have high commitment, because apart from avoiding absenteeism, truant behavior, or moving to another company, these employees are also willing to exert sufficient effort on behalf of the organization, and have a definite desire to maintain organizational membership [8].

Another factor influencing job satisfaction is the existence of a work culture [3] As well as creating a work culture to change employee attitudes and behavior in order to improve performance to face various challenges in the future [9]. Quoted by [10] work culture increases the spirit of mutual cooperation, togetherness, and improves performance. Job satisfaction is a condition of the extent to which an individual feels positively about his work [11]. The job satisfaction you enjoy will result in praise for your work results, promotion opportunities, and good working conditions. This attitude is reflected by values, discipline and work performance [12]. Culture represents moral values that are agreed upon and established guidelines for each member of the organization to behave [13]. Culture determines the personality of the company as a whole and has a strong influence on the behavior of its members [9].

With good government governance, it is hoped that it will be able to answer the needs of the community. Therefore, the Government has a responsibility in forming Human Resources, one of which is by establishing ASN with morals. So the General at the Bontang City Regional Secretariat must try to provide commitment and work culture to its employees. So, based on the background that has been described, the researcher is interested in conducting research related to the influence of commitment and work culture on job satisfaction among employees of the General Division at the Regional Secretariat of Bontang City with the title "The Influence of Work Commitment and Work Culture on Job Satisfaction of General Department Employees Bontang City Regional Secretariat".

## METHOD

This research is quantitative research based on facts and validity used to examine populations and samples and collect data with instruments [14]. There are three variables in this research, namely Organizational Commitment (X1), Work Culture (X2) as the independent variable and Job Satisfaction (Y) as the dependent variable.

Population is a generalization area consisting of objects/subjects that have certain qualities and characteristics to be studied and then conclusions drawn [15]. The population taken in this research were employees of the General Section of the Bontang City Regional Secretariat. The subjects of this research were employees of the General Section of the Bontang City Regional Secretariat from which a sample of 50 respondents was taken. Data was processed using SPSS version 16.0. The results were tested using classical assumption testing, multiple regression analysis, F test, t test and  $R^2$  test.

## RESULTS

### Data Quality Test

#### Validity test

The validity test is used to measure whether a questionnaire is valid or not. The validity test is carried out by comparing the  $r_{\text{count}}$  with the  $r_{\text{table}}$  value. The formula used for product moment correlation coefficient  $> r_{\text{table}} (\alpha; n - 2)$   $n =$  number of samples. In this research, it is known that the number of respondents is  $50 - 2 = 48$ , so it can be determined that the  $r_{\text{table}}$  value = 0.278 and the probability value  $\beta_i = 0.05$ .

**Table 1.** Summary of Validity Test Results of the Organizational Commitment Questionnaire (X1)

No	Item		Correlation value	Probability	Description
1	Organizational Commitment (X1)	X1.1	0,825 > 0,278	0,000 < 0,05	Valid
2		X1.2	0,820 > 0,278	0,000 < 0,05	Valid
3		X1.3	0,809 > 0,278	0,000 < 0,05	Valid

4	X1.4	0,831 > 0,278	0,000 < 0,05	Valid
5	X1.5	0,830 > 0,278	0,000 < 0,05	Valid

Source: Data processed by SPSS version 16.0

**Table 2.** Summary of Work Culture Questionnaire Validity Test Results (X2)

No	Item	Correlation value	Probability	Description
1	Work Culture (X2) X2.1	0,837 > 0,278	0,000 < 0,05	Valid
2	X2.2	0,789 > 0,278	0,000 < 0,05	Valid
3	X2.3	0,838 > 0,278	0,000 < 0,05	Valid

Source: Data processed by SPSS version 16.0

**Table 3.** Job Satisfaction Validity Test Recap Results (Y)

No	Item	Correlation value	Probability	Description
1	Job Satisfaction (Y) Y1	0,809 > 0,278	0,000 < 0,05	Valid
2	Y2	0,819 > 0,278	0,000 < 0,05	Valid
3	Y3	0,807 > 0,278	0,000 < 0,05	Valid
4	Y4	0,760 > 0,278	0,000 < 0,05	Valid
5	Y5	0,838 > 0,278	0,000 < 0,05	Valid

Source: Data processed by SPSS version 16.0

### Reliability Test

Reliability is a test used to determine whether the questionnaire used in collecting research data can be said to be reliable or not. A questionnaire is said to be reliable or reliable if a person's answers to statements are consistent or stable over time. Questionnaire items are said to be reliable (feasible) if Cronbach's alpha > 0.60 and are said to be unreliable if Cronbach's alpha < 0.60 [16]

**Table 4.** Reliability Test Recap Results

No	Variable	Reliability Coefficient	Required Cronbach's Alpha	Description
1	Organizational Commitment (X1)	0,880	0,60	Reliable
2	Work Culture (X2)	0,758	0,60	Reliable
3	Job Satisfaction (Y)	0,866	0,60	Reliable

Source: Data processed by SPSS version 16.0

Based on the results of data processing regarding reliability, which shows that all the question items asked are reliable, so it can be concluded that all variables are reliable because they have a Cronbach's alpha value above 0.60.

### Classic assumption test

#### Normality test

The normality test aims to test whether in the regression model, confounding variables have a normal distribution. Detecting data that is normally distributed or not can use the one sample Kolmogorov-Smirnov method. The way to detect it is by looking at the residual significance value. If the significance is more than 0.05 then the residual is normally distributed. The residual value of each variable is normally distributed with a value of  $0.105 > 0.05$  as a condition for a normal distribution value for the Organizational Commitment variable (X1), a residual value of  $0.201 > 0.05$  as a condition for a normal distribution value for the work culture variable (X2), a residual value of  $0.119 > 0.05$  as a condition for normally distributed values for the Job Satisfaction (Y) variable. So from the results of the normality test we can decide that each of these variables has a residual value that is normally distributed.

### Multicollinearity Test

The multicollinearity test aims to test the existence of correlation between independent variables. A good regression model is free of multicollinearity or there is no correlation between the independent variables. Multicollinearity testing is seen from the VIF (Variance Inflation Factor) and tolerance. If the tolerance value is  $> 0.1$  or the VIF value is  $< 10$ , it can be concluded that multicollinearity does not occur.

**Table 5.** Recap of Multicollinearity Test Results

No	Variable	Tolerance	VIF	Description
1	Organizational Commitment (X1)	0,951 $>$ 0,1	1,216 $<$ 10	Multicollinearity dose not occur
2	Work Culture (X2)	0,951 $>$ 0,1	1,216 $<$ 10	Multicollinearity dose not occur

Source: Data processed by SPSS version 16.0

From the data results above, it can be seen that the Organizational Commitment variable has a tolerance value with a value of  $0.951 > 0.1$  and a VIF value with a value of  $1.216 < 10$ . The Work Culture variable has a tolerance value with a value of  $0.951 > 0.1$  and a VIF value with a value of  $1.216 < 10$ . From these results, each variable has a tolerance value  $> 0.10$  and a VIF value  $< 10$ . So it can be concluded from the results of the multicollinearity test that it can be confirmed that there are no symptoms of multicollinearity in this study.

### Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the regression model there is inequality of variance from the residuals of one observation to another. If the variance from the residuals from one observation to another is constant, it is called homoscedascity and if it is different it is called heteroscedacity. A good regression model is one with homoscedasticity or no heteroscedasticity. If the significance value between the independent variable and the absolute residual is  $> 0.1$  then there is no heteroscedasticity problem, and vice versa.

**Table 6.** Heteroscedasticity Test Recap Results

No	Variable	Significant	Probability Value	Description
1	Organizational Commitment (X1)	0,129	0,05	Normal or heteroscedasticity does nor occur
2	Work Culture (X2)	0,317	0,05	Normal or heteroscedasticity does nor occur

Source: Data processed by SPSS version 16.0

From the results of the data above, it can be seen that the value is significant with a value of  $0.129 > 0.05$  probability value, which means that the Organizational Commitment variable (X1) has an unequal variance from the residual so that heteroscedasticity does not occur. Significant value with a value of  $0.317 > 0.05$  probability value, which means that the work culture variable (X2) has an unequal variance from the residual so that heteroscedasticity does not occur. So, from the results of the heteroscedasticity test, it can be ascertained that the variables in this study do not have heteroscedasticity.

### Autocorrelation Test

The purpose of the autocorrelation test is to show whether or not there is a correlation between two or more independent variables in the multiple regression model. The regression model can be said to be good if there is no autocorrelation. The method used is the Durbin Watson test with the formula  $du < d < 4-du$ . Durbin-Watson value is 2.144. Then this is compared with the 5% significance table, with a sample size of 50 (n) and a number of independent variables of 2 (k=2), then it is found that the du value is 1.628 and the dL value is 1.462, while the Durbin Watson (d) value of the regression model amounting to 2.144. This means that the Durbin Watson (d) regression value of 2.144 is greater than the du value, namely 1.628 and less than  $(4-du)$  or  $4- 1.628 = 2.372$  or  $du < D-W < 4-du$  ( $1.628 < 2.144 < 2.372$ ). This shows that there was no autocorrelation in this study.

### Linearity test

The linearity test is a test that aims to find out whether the regression is linear or not. The aim of the linearity test is to determine whether the relationship between the independent variable and the dependent

variable is linear or not. The criterion for testing linearity is that if the significance value is smaller than 0.05 then the relationship between the independent variable and the dependent variable is linear.

Organizational Commitment (X1) has a significance value that is smaller than 0.05 ( $0.000 < 0.05$ ) and a Deviation From Linearity significance value of 0.707 ( $0.707 > 0.05$ ). This indicates that the organizational commitment variable (X1) in this study is linear. So it can be concluded that H0 is rejected (Ha is accepted), meaning that there is a linear relationship between the organizational commitment variable and the job satisfaction variable.

Work culture (X2) has a significance value that is smaller than 0.05 ( $0.000 < 0.05$ ) and the Deviation From Linearity significance value is 0.144 ( $0.144 > 0.05$ ). This indicates that the work culture variable (X2) in this study is linear. So it can be concluded that H0 is rejected (Ha is accepted), meaning that there is a linear relationship between the work culture variable and the job satisfaction variable.

### Multiple Linear Regression Test

The data analysis method in testing uses the Multiple Linear Regression Analysis approach. Where, the aim is to determine the relationship between two or more independent variables and the dependent variable, so that an explanation of variable variations can be obtained that can confirm the hypothesis of the research. This research has two independent variables, namely organizational commitment (X1), work culture (X2), and one dependent variable, namely Job Satisfaction (Y).

**Table 7.** SPSS Output Results of Multiple Linear Regression Analysis  
Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.924	1.015		8.880	.000
	Organizational Commitment (X1)	.256	.069	.293	4.717	.000
	Work Culture (X2)	1.019	.116	.694	8.796	.000

a. . Dependent Variable: Job Satisfaction

These result values are entered into the multiple linear regression equation so that the following equation is known:

$$Y = 12,924 + 0,256x_1 + 1,019x_2$$

So the equation above is meaningful if:

Constant with a value of 12.924 indicates that if all independent variables Organizational Commitment and Work Culture are assumed to be zero, then the value of Job Satisfaction is 12.924.

The linear regression coefficient value of Organizational Commitment is 0.256, indicating that if the value of the Organizational Commitment variable increases, then job satisfaction increases by 0.256 assuming the other independent variables are zero.

The linear regression coefficient value of Work Culture is 1.019, indicating that if the value of the Work Culture variable increases, then job satisfaction increases by 1.019 assuming the other independent variables are zero.

### Hypothesis testing

#### F Test

The simultaneous significant test (F test) is used to determine whether the independent variable (X) simultaneously has a significant influence on the dependent variable (Y). From the results of data processing with the SPSS version 16.0 program, the calculation results are as follows:

**Table 8.** SPSS F Test Output Results  
ANOVA<sup>b</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	386.210	2	193.105	154.694	.000 <sup>a</sup>
	Residual	58.670	47	1.248		
	Total	444.880	49			

a. Predictors: (Constant), work culture, organizational Commitment

ANOVA <sup>b</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	386.210	2	193.105	154.694	.000 <sup>a</sup>
	Residual	58.670	47	1.248		
	Total	444.880	49			

b. Dependent Variable: job satisfaction

For the results in this assessment  $F_{table} = dka ; dkb = 3.20$ . From the results above it can be seen that the  $F_{count}$  value is 154.694 with a significance level of 0.000. Meanwhile, the  $F_{table}$  value is known to be 3.20. Based on these results, it can be seen that  $F_{count} > F_{table}$  ( $154.694 > 3.20$ ) meaning that  $H_0$  is rejected and  $H_3$  is accepted. So it can be concluded that organizational commitment and work culture simultaneously have a significant effect on employee job satisfaction in the General Section of the Bontang City Regional Secretariat.

### T Test

The partial significance test (T test) aims to determine the effect of each independent variable on the dependent variable. Apart from that, the T test is also used to test whether the independent variable (X) partially or individually has a significant effect on the dependent variable Y or not.

**Table 9.** SPSS T Test Output Results  
Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	12.924	1.015		8.880	.000
	Organizational Commitment (X1)	.256	.069	.293	4.717	.000
	Work Culture (X2)	1.019	.116	.694	8.796	.000

a. Dependent Variable: Job satisfaction

The  $t_{count}$  value for the organizational commitment variable is 4.717 and the  $t_{table}$  with  $\alpha = 0.05$  is known to be 2.010, thus the  $t_{count}$  is greater than  $t_{table}$  and the significant value of organizational commitment is  $0.000 < 0.05$ , meaning it can be concluded that  $H_0$  is rejected ( $H_1$  is accepted) indicating that Commitment organization has a significant effect on employee job satisfaction in the General Section of the Bontang City Regional Secretariat.

The  $t_{count}$  value for the work culture variable is 8.796 and the  $t_{table}$  with  $\alpha = 0.05$  is known to be 2.010, so the  $t_{count}$  is greater than  $t_{table}$  and the significant value for work culture is  $0.000 < 0.05$ , meaning it can be concluded that  $H_0$  is rejected ( $H_2$  is accepted) indicating that culture work has a significant effect on employee job satisfaction in the General Section of the Bontang City Regional Secretariat.

### Determination Test ( $R^2$ )

The coefficient of determination test ( $R^2$ ) is used to find out how variations in the value of the independent variable (Y) are influenced by the value of the independent variable (X). The coefficient of determination value is between 0 and 1. If  $R^2$  tends towards one, the greater the influence of the independent variable (X) on the variable (Y). Based on the calculation results, the  $R^2$  value is 0.868, which means 86.8% and this states that the Work Commitment and Work Culture variables are 86.8%. Next, the difference is  $100\% - 86.8\% = 13.2\%$ . This shows that 13.2% is another variable that does not contribute to this research.

## DISCUSSION

### The Effect of Organizational Commitment on Job Satisfaction

Based on the results of hypothesis testing from data analysis calculations that have been carried out, it shows that there is an influence of Organizational Commitment on Employee Job Satisfaction in the General Section of the Bontang City Regional Secretariat. This is proven by the results of partial hypothesis testing showing that the t value for the Organizational Commitment variable is 4.717 and  $t_{table}$  with  $\alpha = 0.05$  it is known that it is 2.010, thus  $t_{count}$  is greater than  $t_{table}$  and the significant value of organizational commitment is  $0.000 < 0.05$ , meaning it can be concluded that  $H_0$  is rejected ( $H_1$  is accepted) indicating that organizational commitment has a significant effect on employee job satisfaction in the General Department Bontang City

Regional Secretariat.

Work commitment in the general section of the Bontang City Regional Secretary is a strong encouragement felt by an employee who is willing to give something to help the success of an organization. This work commitment is one of the variables that can influence the level of job satisfaction of an employee of the General Section of the Regional Secretary of Bontang City. Each individual has his own uniqueness which is expressed in hopes and motivations which will show the individual's tendency to have varying organizational commitment. Employee commitment has an important urgency in moving people to work. With a self-driven work mechanism, it is hoped that job satisfaction will emerge and be present within the employee.

This is supported by the results of research conducted by Suparta dan Ardana [17] that organizational commitment has a positive and significant influence on employee job satisfaction. Research conducted by [5] also obtained the same results that there is a positive and significant influence between work commitment and job satisfaction. In research revealed by [4] they also believe that organizational commitment has a positive and significant effect on job satisfaction.

### **The Influence of Work Culture on Job Satisfaction**

Based on the results of hypothesis testing from data analysis calculations that have been carried out, it shows that there is an influence of Work Culture on Employee Job Satisfaction in the General Section of the Bontang City Regional Secretariat. This is proven by the results of partial hypothesis testing showing that the  $t_{count}$  value for the Work Culture variable is 8.796 and  $t_{table}$  with  $\alpha = 0.05$  it is known that it is 2.010, so  $t_{count}$  is greater than  $t_{table}$  and the significant value for work culture is  $0.000 < 0.05$ , meaning it can be concluded that  $H_0$  is rejected ( $H_2$  is accepted), indicating that work culture has a significant effect on employee job satisfaction in the General Department. Bontang City Regional Secretariat.

Work culture is a pattern of values, beliefs, assumptions, attitudes and habits that are often carried out by Bontang City Regional Secretary employees which influence work behavior and the way an organization works. Job satisfaction will be achieved and fulfilled if several influencing variables are supported, one of which is organizational culture. Work culture as a concept can be a means of measuring the suitability of organizational goals, strategy and task organization, as well as the resulting impact. Without a valid and reliable measure of the cultural crisis aspect of the General Section of the Regional Secretary of Bontang City, statements about the impact of organizational culture on employee job satisfaction will continue to be based on speculation, personal observation and case studies.

This is supported by the results of research conducted by [17] that work culture has a positive and significant influence on employee job satisfaction. Research conducted by [9] also obtained the same results that there is a positive and significant influence between work culture on job satisfaction.

### **The Influence of Organizational Commitment and Work Culture on Job Satisfaction**

Based on the results of hypothesis testing from data analysis calculations that have been carried out, it shows that there is a simultaneous influence of Organizational Commitment and Work Culture on Employee Job Satisfaction in the General Section of the Bontang City Regional Secretariat. This is proven by the results of simultaneous hypothesis testing showing that the F value is 154.694 with significant level 0.000. Meanwhile, the  $F_{table}$  value is known to be 3.20. Based on these results, it can be seen that  $F_{count} > F_{table}$  ( $154.694 > 3.20$ ) meaning that  $H_0$  is rejected and  $H_3$  is accepted. So it can be concluded that organizational commitment and work culture simultaneously have a significant effect on employee job satisfaction in the General Section of the Bontang City Regional Secretariat.

Job satisfaction is a Bontang City Regional Secretary employee's feeling of effectiveness regarding the work he does. This takes the form of employees' feelings of satisfaction/dissatisfaction with their work in general or feelings of satisfaction/dissatisfaction with specific aspects of their work, such as salary, co-workers, or work environment. There are various things that can influence an employee's level of satisfaction, one of which is commitment and work culture. The results of this research explain that commitment and work culture can jointly influence employee job satisfaction. With commitment and a good work culture, employees will feel satisfaction with the work they do.

These results agree with the results of research by [17] in which the results showed that commitment and work culture together can influence employee job satisfaction. The same results were also obtained in research conducted by [5] that with commitment and a good work culture, employees will feel satisfaction with the work they do.

### **CONCLUSION**

This research aims to test and analyze the influence of Organizational Commitment and Work Culture on employee job satisfaction in the general section of the regional secretary of Bontang City. The results of research on 50 employees show that partially Organizational Commitment has a significant effect on Employee Job Satisfaction in the General Section of the Bontang City Regional Secretariat. Partially, work

culture has a significant effect on employee job satisfaction in the General Section of the Bontang City Regional Secretariat. Simultaneously, Organizational Commitment and Work Culture have a significant influence on Employee Job Satisfaction in the General Section of the Bontang City Regional Secretariat. However, there are still other factors that influence employee job satisfaction but do not contribute to this research.

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