

## THE EFFECT OF JOB SATISFACTION, ORGANIZATIONAL CULTURE AND WORK STRESS ON ORGANIZATIONAL COMMITMENT TO CIVIL SERVANTS AT THE REGIONAL SECRETARIAT OF PEMALANG REGENCY

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**Abstract:** *This research aims to analyse the effect of job satisfaction, organizational culture and work stress on organizational commitment to civil servants at the regional secretariat of Pemalang Regency. The population in this study were all Civil Servants of the Pemalang Regency Regional Secretariat, as many as 170 employees. The sampling in this study used the nonprobability sampling method with the incidental sampling technique with a sample of 100 respondents. Data obtained from respondents with research instruments using questionnaires. Technique of analysis in this research used Partial Least Square (PLS). Based on the research showed job satisfaction, organizational culture and work stress have a significant positive effect on organizational commitment. The research shows that job satisfaction variable has a significant positive effect on organizational commitment. The showed that organizational culture variable has no significant effect on organizational commitment. The results also show the work stress had significant effect on organizational commitment.*

**Keywords:** Organizational commitment, job satisfaction, organizational culture, work stress

### 1. Introduction

Local Government Organizations are institutions that run the wheels of government whose source of legitimacy comes from the community. The community gives confidence to the implementation of the government by having to be balanced with good performance so that service can be effectively associated and touched on the community (Ramandai, 2009: 1) in (Widiarti & Dewi, 2016). A good government must have human resources that have sufficient ability to work and can handle government affairs. Human resources in an organization has an important role, because without the support of good human resources an organization can face problems in achieving organizational goals. Creating organizational goals effectively and efficiently in the organization is needed cooperation among good members of the organization.

Satisfactory and stable employee performance results are certainly also influenced by the good organizational commitment of each employee (Widiarti & Dewi, 2016).

Companies can increase organizational commitment, one of which is by increasing employee job satisfaction. According to (Iqbal et al, 2014) in (Widayanti & Sariyathi 2016) Job satisfaction is basically how much positive or negative feelings employees show towards their work, individuals who feel satisfied with their work will have a high commitment to the company and the desire to leave the company will be lower.

Another factor that can affect organizational commitment is organizational culture. According to Ekobelawati (2019) organizational culture is a system owned by the company to spread the values of the company to employees so that what employees do is a reflection of existing organizational values and goals.

In addition to job satisfaction & an organization culture, another factor that can affect organizational commitment is work stress. According to Legowo, et al (2019) work stress is a condition that must be experienced by employees and is often socialized as an unpleasant condition. Work stress can be interpreted as a condition of tension that creates physical and psychological imbalances that affect the emotions, thought processes, and conditions of an employee.

From previous research conducted by Bagis et al (2021) obtained the results of hypothesis testers who prove that job satisfaction positively affects organizational commitment. But in contrast to Soryani, et al (2018) who stated that job satisfaction has no effect on organizational commitment. Bagis et al (2021) conclude that organizational culture has a positive and significant influence on organizational commitment. But in contrast to Bastiani & Rahardjo (2017) which states that organizational culture has no significant effect on organizational commitment. Meanwhile, according to Siamto (2018) work stress has a positive and significant effect on organizational commitment. But in contrast to Rafsanjani (2016) who stated that work stress has no significant effect on organizational commitment.

The purpose of this study was to determine the effect of job satisfaction, organizational culture, and work stress on organizational commitment at the Regional Secretariat of Pemalang Civil Servants, with the following hypothesis:

H1: Job satisfaction, organizational culture, and job stress affect organizational Commitment

H2: Job satisfaction has an effect on Organizational Commitment

H3: Organizational culture affects organizational commitment

H4: Work stress affects organizational commitment

## **2. Research Methods**

The type of research used is quantitative research. The method of data collection in this study used questionnaires distributed to 100 Civil Servants of the Pemalang District Secretariat and the analysis used in this study is Partial Least Square (PLS).

### **Organizational Commitment**

Luthas in Sutrisno (2010: 292) states that organizational commitment is: 1. A strong desire to be a member of a group, 2. A high willingness to work for the organization, 3. A certain belief and acceptance of the values and goals of the organization. Zaltman and Dashpande in Sutrisno (2010: 292). O'Reilly and J.Chatman in Bagis (2018) Commitment means a lasting desire to maintain a valuable relationship. Organizational commitment is the employee's level of involvement and identification with the organization in which he or she works.

## **Job Satisfaction**

Wexley and Yukl in (As'ad, 2002) view job satisfaction as a person's feelings towards work. Work goals according to Robert Hoppeel in (Anorogo & Widyanti, 1993) are the assessment of workers, namely how far the job as a whole satisfies their needs. Greenberg and Baron in (Wibowo, 2014) describe job satisfaction as positive or negative attitudes that individuals do to their work.

Meanwhile, Vecchio in (Wibowo, 2014) states job satisfaction as a person's thoughts, feelings, and tendencies which are a person's attitude towards work. Newstrom and David in (Magdalena & Minarsih, 2009) define job satisfaction as a group of pleasant or unpleasant feelings and emotions with work.

## **Organizational Culture**

Organizational culture is a set of values, beliefs, behaviors, habits and attitudes that help a member in understanding the principles embraced by the organization (Ekobelawati, 2019). Bagis (2021), Organizational culture is a set of values, principles, traditions and ways of working that are done together and influence behaviour and actions for organizational members.

Organizational culture is a tool as a system of values, norms and assumptions that have long been valid, agreed upon by members of the organization as guidelines and solutions to organizational problems.

## **Work Stress**

Stress is often interpreted as an excess of demands on an individual's ability to meet needs. Problems in the environment, social activities, work in the office, leisure activities, or those related to other people, can cause excessive burdens. Job stress is a characteristic of the work environment that employees feel emotionally and physically threatening, thus, the higher the stress, the lower the level of employee satisfaction at work (Anggreyani & Satriya, 2020). According to Leung et al (2007) in (Rachmelya & Suryani, 2017) states that there are six indicators in measuring work stress that comes from within work, namely as follows: Personal behavior, social support, conflict of roles, poor environment, workload, home and work situations.

## **3. Results and Discussions**

### **3.1 Results**

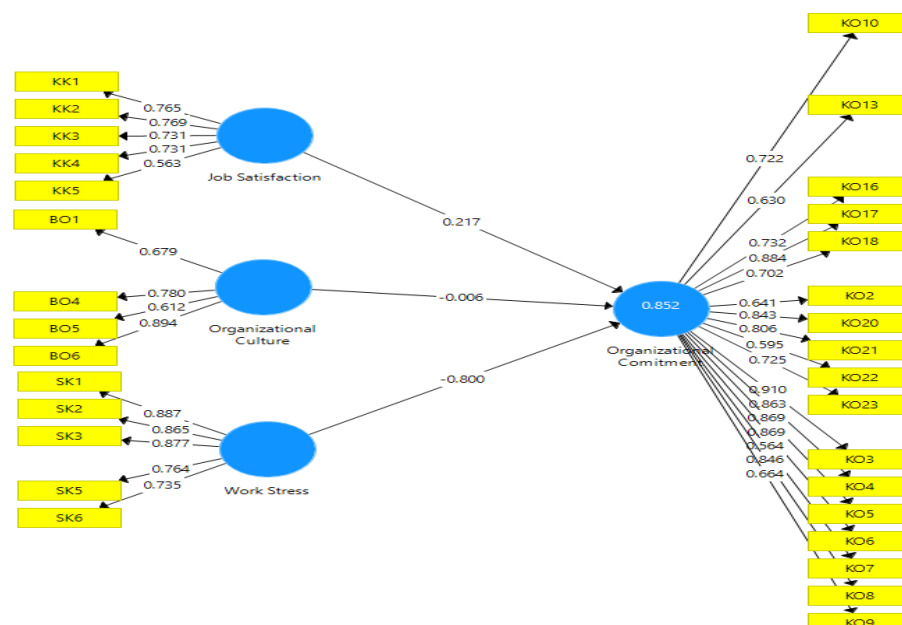
#### **a. Reliability dan Validity**

Calculation of validity and reliability obtained after doing the third round. Chin in Ghazali and Latan (2015) to meet the initial stage of developing a measurement scale, convergent validity must be assessed, namely the loading factor value above 0.5-0.6. The model is declared valid and has met the convergent validity requirements if the

loading factor value for all indicators is more than 0.50. The calculation results also show that all variables have met the criteria and are declared reliable because the composite reliability value of all variables is more than 0.70. The conclusion from the calculation results that all the variables studied meet the reliability and validity criteria.

### b. Structural Model Analysis

The results of PLS version 3.0 regarding the effect of job satisfaction, organizational culture and work stress on organizational commitment show that the R<sup>2</sup> value of 0.862 indicates that 86.2% of the variability in the construction of organizational commitment is influenced by factors of job satisfaction, organizational culture, and job stress.



Structural model analysis is carried out by evaluating the estimation results of the coefficient parameters and the level of significance. The results of testing the significance of the path coefficients of each variable can be seen in the table below:

Table 1 : Parameter Coefficient and Statistical Values

	Sample Original (O)	Sample Mean (M)	Standar Deviasi (STDEV)	TStatistic (O/STDEV)	P Value
Job Satisfaction => Organizational Commitment	0.217	0.221	0.044	4.956	0.000
Organizational Culture	-0.006	-0.007	0.056	0.111	<b>0.912</b>

=> Organizational Commitment					
Work Stress => Organizational Commitment	-0.800	-.0799	0.045	17.640	0.000

Based on the table, shows that job satisfaction has a significant effect on organizational commitment, and second hypothesis is accepted that job satisfaction has significant positive effect on organizational commitment.

The third hypothesis stated that organizational culture has a significant effect was rejected, because the result shows organizational culture has no significant effect on organizational commitment.

The result showed that work stress has a significant effect on organizational commitment, and the fourth hypothesis state the work stress has a positive significant effect, is accepted.

### 3.2 Discussion

Based on the results of the study indicate the acceptance of the first hypothesis that job satisfaction, organizational culture and work stress affect organizational commitment with a value of 86.2%, meaning that the variables studied have a significant role in influencing the organizational commitment variables. Organizational commitment is an encouragement in individuals to do something in order to support the success of the organization with goals and prioritize the interests of the organization. An employee who has a high commitment can be involved in the organization because of the similarity of the values he adheres to with the values of his organization (Widiarti & Dewi, 2016).

The Pematang Rejency Regional Secretariat is a government agency that has a vision and mission with the vision and mission that has been set at the Pematang Rejency Regional Secretariat, it is expected that employees can make an optimal contribution to work which can be measured through increasing job satisfaction and organizational culture and low work stress experienced by employees. employee. This proves that with the support of job satisfaction, organizational culture and work stress, the organizational commitment of employees will increase.

Based on the results of research shows that job satisfaction has a positive effect on organizational commitment. Job satisfaction is a feeling that arises from the start of the work process to the results expected by the organization whether satisfied or not and accept or not for it the higher the job satisfaction of employees, the higher the organizational commitment (Nurlaila & Buamonabot, 2019).

Civil Servants of the Pematang District Secretariat have been satisfied with their work where the leader appreciates the achievements that have been achieved in work. In addition, it

makes employees feel satisfied with the work they do because if they have done a good job the leader will give appreciation for the results of his work. This affects a number of employees who have a desire to remain part of the organization.

Based on the results of the study showed the rejection of the third hypothesis that organizational does not have a significant effect on organizational commitment. Organizational culture is a set of values, beliefs, behaviors, habits and attitudes that help a member in understanding the principles embraced by the organization (Ekobelawati, 2019).

Civil servants of the Pemalang Regency Regional Secretariat lack trust in their organization, even though one of the important aspects that need to be considered by the organization to encourage committed employees is that employees get a sanction if they violate the norms or rules that exist in the Pemalang Regency Regional Secretariat. .

The current punishment given has not been able to make employees distinguish between good and bad things at work. Even though the purpose of giving sanctions is to avoid violating the norms that exist in the Pemalang Regency Regional Secretariat and so that employees can obey the rules properly.

When employees obey the rules or norms well to the organization, it is likely to increase the employee's organizational commitment to the organization so that then employees do not easily leave the organization even employees who obey the rules or norms well to the organization will not hesitate to do something. more and always do what is best for his organization.

The results also showed that work stress have a significant effect on organizational commitment, which means that employees' work stress plays a very important role in determining employee organizational commitment in their organization. Work stress is a feeling of pressure experienced by a person in dealing with his work which will affect emotions, thought processes and physical conditions, where the pressure comes from the work environment where he is located (Widayanti & Sariyathi, 2016)

A person needs strong support from a good environment that can provide a decrease in one's work stress at work. However, some employees of the Pemalang Regency Regional Secretariat feel that when expressing opinion are often ignored. This has a negative impact on some employees which can reduce employee organizational commitment.

#### **4. Conclusion**

This research aims to analyze job satisfaction, organizational culture and work stress to the organization's commitment to the Civil Servants of the Pemalang District Secretariat. Based on the analysis of data from the discussion that has been done, the following conclusions can be drawn:

- 1) The influence of job satisfaction, organizational culture and work stress has a significant effect on organizational commitment.



- 2) Job satisfaction has a significant positive effect on organizational commitment. That the higher the job satisfaction felt by employees eating will be higher also organizational commitment. Likewise, if the lower the job satisfaction felt by employees, the lower the commitment of the organization of employees of the Pematang District Secretariat
- 3) Organizational culture has no significant positive effect on organizational commitment. This shows that the lower the organizational culture, the better the organizational commitment will increase significantly. And vice versa if the organizational culture is getting lower, the organizational commitment will decrease significantly.
- 4) Work stress has significant effect on organizational commitment. That the level of employee work stress plays a very important role in increasing employee commitment. Institutions must be able to control working conditions so that employees have high organizational commitment.

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