
The Effect of Organizational Climate and Work Discipline on Organizational Commitment with Job Satisfaction as Mediation at the Palu City District Government Office

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Abstract

This study aims to analyze the effect of organizational climate and work discipline on organizational commitment with job satisfaction as a mediating variable at the Government Office in Palu City District. This type of research is quantitative research. The population in this study amounted to 126 employees using the census technique. The data collection method in this study used a questionnaire measured by a Likert scale. The data analysis technique in this study uses Structural Equation Model (SEM) with Partial Least Square (PLS), SmartPLS 3.2.7 software. The results of this study indicate that organizational climate has a direct and significant positive effect on organizational commitment. Work discipline has a direct and significant positive effect on organizational commitment. Organizational climate has an indirect and significant positive effect on organizational commitment with job satisfaction as a mediating variable. Work discipline has an indirect positive effect on organizational commitment with job satisfaction as a mediating variable.

Keywords: *Organizational Climate, Work Discipline, Organizational Commitment, Job Satisfaction*

1. Introduction

Civil Servants (PNS) are the main element of human resources in the state apparatus who have an important role in determining the success of government. Professional civil servants (PNS) are able to play a role, have competencies that are indicated by high discipline, good performance and have behavior that is full of loyalty and obedience to the State and are moral, full of responsibility as a public service. The success of government organizations depends on the human resources they have, the performance of Civil Servants (PNS) is the main thing that must be considered by paying attention to the applicable laws.

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The sub-districts in the city of Palu as service providers have the main task of assisting the Regent in the implementation and development of the sub-district area and increasing the effectiveness of public services in the context of *good governance*. Sub-districts in Palu City have the task of serving the community, namely legalization of documents, moving certificates, building permits (IMB), birth certificates. Providing good service to the community must be supported by reliable, competent human resources, able to carry out their main duties and functions in accordance with the assigned responsibilities. Employees in the sub-district must have a commitment and moral responsibility to the community because the community wants to get good service quality from the government. The following is the number of sub-districts and sub-districts in Palu City.

Table 1. Data of Districts and Villages

No	Subdistrict	Ward
1	Mantikulore	8
2	Palu Barat	6
3	Palu Selatan	5
4	Palu Timur	5
5	Palu Utara	5
6	Tatanga	6
7	Tawaeli	5
8	Ulujadi	6

Source: Palukota.go.id

Professional Civil Servants (PNS) can be interpreted as personnel who have *technical* and *manager skills* who are able to support performance improvement. Building organizational commitment should be an important aspect that the Palu City Government pays attention to because with organizational commitment, the employee will have closeness to the organization which is reflected in the strength, involvement and loyalty of employees to the organization. Of course, employee organizational commitment is one of the attitudes that can lead to high performance. Employees who are committed to the organization show better performance than employees who are less committed when they exert more effort on behalf of the organization towards its success and strive to achieve its goals and missions Jafri and Lhamo in Salim (2017). Employees with higher commitment are expected to be more motivated and perform at the highest level of performance Berberoglu and Secim in Salim (2017).

Employees who are committed to the organization can express their concern for the work and the organization. Organizational commitment is the nature of the relationship between individual employees and the organization, where employees have confidence in the values and goals of the organization, with a willingness to work seriously for the benefit of the organization. Organizational commitment refers to three dimensions. First, *affective commitment* is a strong feeling towards. Second, *continue commitment* is an awareness of the costs that must be incurred if leaving the organization. Third, *normative commitment* is having an obligation to remain in the organization.

However, in forming employee commitment, organizations also need to know how much commitment is owned by employees through job satisfaction. Employees who have obtained job satisfaction will be enthusiastic in carrying out the tasks assigned with a full sense of responsibility so that employee job satisfaction needs management attention. According to Williams (2017), job satisfaction will make people more committed to the organization. Munurut Colakoglu and Culha (2010) stated that job satisfaction will affect organizational commitment and job satisfaction plays a role in mediating organizational support and organizational commitment.

Another aspect that also affects the running of the organization, especially in the workplace is the organizational climate. According to Litwin and Stinger organizational climate is everything that happens in the work environment, directly or indirectly felt by employees in the work environment. According to Swastadiguna (2018) organizational climate has an influence on organizational commitment mediated by job satisfaction. Discipline according to work is the awareness and justice of a person obeying all the rules and social norms that apply in society. Discipline of Civil Servants regulated in Government Regulation Number 53 of 2010 concerning Discipline of Civil Servants is a legal basis to ensure that Civil Servants can be used as the basis for regulating the preparation of a good State apparatus. The purpose of the Government in issuing this regulation is to ensure the order and smooth running of the duties of Civil Servants, so that in carrying out their duties and carrying out their main tasks and functions as government officials, they can run properly. According to Anwar (2015) stated that work discipline affects organizational commitment.

To be able to realize the tasks assigned as a regional apparatus that carries out the authority delegated by the Regent properly requires a high or strong commitment from an employee. Strong commitment is characterized by the presence of people who are willing to strive for the benefit of the organization and are fully involved in efforts to achieve the goals and continuity of the organization, it will make a positive contribution as well as an indicator of organizational success. For this reason, this study emphasizes the analysis of variables that affect organizational commitment in Palu City District, because organizational commitment is believed to have an effect on employee performance. In line with research conducted by Mustainah (2018), when viewed from employee discipline, the results are still not good, in terms of the discipline of attendance of employees not in accordance with applicable rules, employees are still concerned with personal interests. Zainudin (2019) said that the quality of service at the sub-district office was not optimal. The main objectives of this study were: (1) to examine the effect of organizational climate on organizational commitment; (2) examine the effect of work discipline on organizational commitment (3) examine the effect of organizational climate on organizational commitment through job satisfaction; (4) examine the effect of work discipline on organizational commitment through job satisfaction.

2. Methodology

2.1. Model Development

This study uses a quantitative descriptive approach. Descriptive research is to explain the characteristics of the variables to be studied in a situation now (2006). While quantitative is a research method based on the philosophy of positivism, which is used to examine the population or sample Sugiyono (2014).

2.1.2. Organizational climate

Organizational climate is a condition that is happening in an organization or company based on the perception of each member of the organization.

Organizational members' perceptions of this condition can be influenced by several factors, including organizational structure, responsibility, reward, risk, attention, standards, and conflict. Related to the achievement of organizational goals. If employees have a high commitment to the organization, loyalty to the organization will appear and establish an active and mutually supportive relationship in achieving the goals of the organization concerned. Taufik (2014) states that organizational climate has a positive relationship to organizational commitment.

H1: Organizational climate has a direct positive effect on organizational commitment to employees in Palu City District

2.1.3. Work Discipline

Work discipline is an order or regulation made by management in the organization. Work discipline is a tool used by managers in changing a behavior as well as an effort to increase one's awareness and willingness to obey all company regulations and social norms that apply in organizations and companies. So work discipline becomes a tool or means for organizations to maintain their existence. This is because with high discipline, employees or subordinates will obey all existing regulations so that the implementation of work can be in accordance with the plans determined by the organization or company. Work discipline is an attitude of obedience and loyalty to someone in written and unwritten rules. Which is reflected in the form of behavior in the organization to achieve a certain goal. In organizations, work discipline can be enforced when the rules made can be obeyed by members of the organization.

When employees have awareness in obeying the rules in the organization, it will lead to high organizational commitment. Research conducted by Endang Setyaningdyah et al in Nalsali (2013) and Triyaningsih (2014) explains that there is a significant impact between work disciplines that are significantly influenced by organizational commitment, so from this explanation, work discipline is very influential on organizational commitment.

H2: Work Discipline has a direct positive effect on organizational commitment to employees in Palu City District

2.1.4. Organizational Climate and Organizational Commitment

Job satisfaction is one of the factors that mediate the relationship between climate and organizational commitment. In a conducive climate and in working with satisfaction, together it will have a good impact on employees in increasing commitment. The direct influence of organizational climate on organizational commitment through job satisfaction has a significant impact on organizational commitment Eugen et al., in Wijaya Kesewa (2015). Job satisfaction is the level of pleasure that a person feels for his work in the organization. Job satisfaction arises when individuals feel satisfied that they are getting commensurate rewards from the work they do in the organization where they work. So job satisfaction concerns the psychology of individuals within the organization, which is caused by the circumstances that he feels from the workplace environment.

H3: Organizational climate has a direct positive effect on organizational commitment with Job Satisfaction as a Mediation Variable for employees in Palu City District.

2.1.5. Organizational Climate and Organizational Commitment

Job satisfaction is one of the factors that mediate the relationship between climate and organizational commitment. In a conducive climate and in working with satisfaction, together it will have a good impact on employees in increasing commitment. The direct influence of organizational climate on organizational commitment through job satisfaction has a significant impact on organizational commitment Eugen et al., in Wijaya Kesewa (2015). Job satisfaction is the level of pleasure that a person feels for his work in the organization. Job satisfaction arises when individuals feel satisfied that they are getting commensurate rewards from the work they do in the organization where they work. So job satisfaction concerns the psychology of individuals within the organization, which is caused by the circumstances that he feels from the workplace environment.

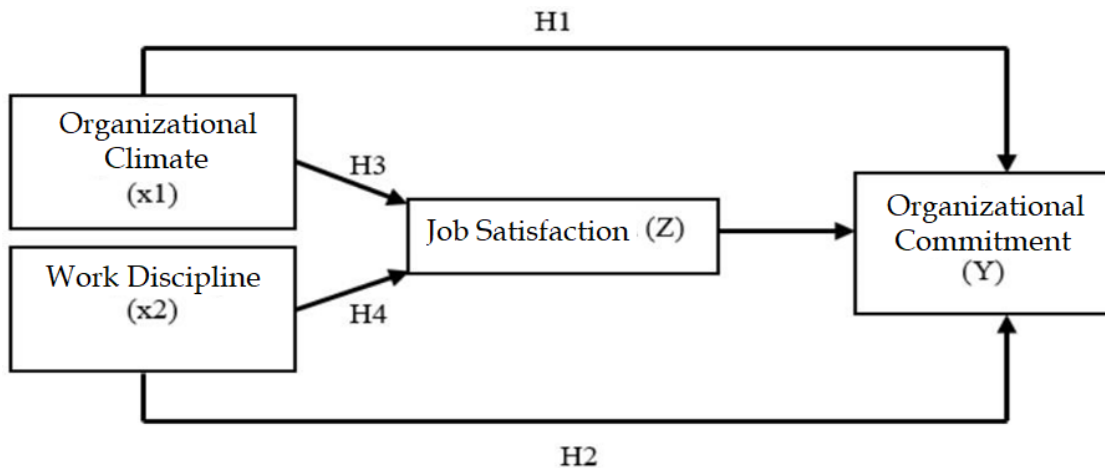
H3: Organizational climate has a direct positive effect on organizational commitment with Job Satisfaction as a Mediation Variable for employees in Palu City District

2.1.6. Work Discipline and Organizational Commitment

Work discipline is a regular implementation and shows the level of seriousness of the work team in the Simamora (2006) organization. High discipline, accompanied by high job satisfaction, will foster a sense of commitment to the employee. The direct influence of work discipline with organizational commitment through job satisfaction which has a significant impact on organizational commitment. Research supported by Djudi (2017) job satisfaction has a direct influence on work discipline and organizational commitment. Siagian (2009) states that job satisfaction is a general attitude of an employee towards the job itself. So someone who is satisfied with his job will have a positive attitude towards the organization where he works. Conversely, if people are dissatisfied with their work, for example, factors that cause dissatisfaction, such as low salaries, very boring work, unsatisfactory working conditions, tend to have a negative attitude towards the

organization. So job satisfaction becomes very important so that employees in the organization show a royal attitude towards work and do the job very well.

H4: Work Discipline has a direct positive effect on organizational commitment with Job Satisfaction as a Mediation Variable for employees in Palu City District



Source : Processed by the Author

Figure 1. Conceptual Framework

2.2. Data Collection

The data collection method in this study used a questionnaire measured by a Likert scale. The population in this study were all district employees in Palu City, So that the population to be studied is 126.

2.3. Analysis Methods

The research used quantitative analysis using simple linear regression to see the direct influence of variable X on variabel Y, and *path analysis* to see the influence mediated by variable Z. The method used in this research are Structural Equational Model (SEM) with Partial Least Square (PLS), SmartPLS 3.2.7 software.

3. Result

Characteristics of Employees in Palu City District. The employee description shows that the majority of Palu City District Office employees are male, as many as 64 employees or 50.8% and the remaining 62 women or 49.2%:

3.1. Respondents

The research data was obtained from 52 managers or leaders of SMEs in the Cikarang region with the characteristics summarized in table 2. Meanwhile, based on age, it shows that the age of the employees of the Palu City District Office is between 31-40 years, namely as many as 77 employees or 61.1%. Meanwhile, there were 7 employees aged 20 - 30 years or 5.6%, 40 employees or 31.73% aged more than 40 years and 2

people or 1.6% aged less than 20 years. Based on the level of education, it shows that the education level of the employees of the Palu City District Office is at most Bachelor's Degree graduates, as many as 79 employees or 62.7%. While employees with the latest high school education are 28 people (22.2%), and Masters are 14 people (11.1%) and Diploma (D3) graduates are 5 employees or 4%. Based on the years of service, it shows that the working period of the employees of the Palu City District Office is between 6 - 10 years with a total of 76 employees or 60.3%, followed by an employee's tenure of more than 10 years, which is 46 employees or 36.5%

3.2. Analysis

Outer Models. The use of data analysis techniques with *SmartPLS* is to assess the validity and reliability. The validity of the measurement model with reflexive indicators can be assessed based on the correlation between the estimated item scores/component scores. Individual reflexive measures are said to be high if the correlation is more than 0.70. The results of this initial test show that the loading factor value is mostly above the minimum threshold, namely 0.5, the validity results have met *convergent validity*. Because all *loading factors* > 0.5. In addition, the results of the AVE (*Average Variance Extracted*) test are above 0.5. So, all indicators are declared valid. While testing the reliability of construct data can be seen from the value of *composite reliability*. If the construct that has a *composite reliability* value. The value is above 0.70 then the construct is declared *reliable*. The following are the results of research obtained from the results of data processing with PLS.

Table 3. Result of Reliability Test

	Cronbachs Alpha	Composite Reliability
Work Discipline	0.911	0.927
Organizational Climate	0.944	0.950
Job satisfaction	0.931	0.940
Commitment	0.899	0.918
Organizational		

Source: Primary data processed.

Inner Model Evaluation. *Inner model* testing is done in order to see the relationship between the construct and its significance value as well as the *R-square value*. The *R-square* value is used to see the effect of the independent variable on the dependent variable. Meanwhile, *Q-square* serves to measure the relevance of predictions in the research model.

Table 4. Result of R-Squares Test

Relationship Model	R Square
Organizational climate and work discipline on job satisfaction	0.561
Organizational climate, work discipline and job satisfaction on organizational commitment	0.567

Source : Data processed by the Author

The result of the first *R-square* model is 0.561 which means that the organizational climate and work discipline in explaining the job satisfaction variable is 56.1% and the remaining 43.9% job satisfaction can be explained by other variables. While the *R-square* value of the second model is 0.567 on the organizational commitment variable, which means that organizational climate, job satisfaction and organizational commitment in explaining the organizational commitment variable are 56.7% and the remaining 43.3% organizational commitment is explained by other variables.

Hypothesis test.

Hypothesis testing can be done by paying attention to the level of significance and *the path* parameters between latent variables. The purpose of the hypothesis is to know the relationship of each hypothesized construct. These results show the correlation between constructs that connects the variables that form a hypothesis.

Table. Influence Relationship between Variables

Variable Relationship	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Organizational Climate -> Commitment Organizational	0.225	0.225	0.094	2.400	0.008
Work Discipline -> Organizational Commitment	0.243	0.241	0.097	2.505	0.008
Job Satisfaction -> Organizational Commitment	0.410	0.413	0.108	3.801	0.000
Organizational Climate -> Job Satisfaction -> Organizational Commitment	0.210	0.213	0.084	3.300	0.001
Work Discipline -> Job Satisfaction -> Organizational Commitment	0.151	0.149	0.049	3.107	0.001

Source : Data processed by the Author

4. Discussion

4.1. The Effect of Organizational Climate on Organizational Commitment.

The results of this test state that organizational climate directly has a significant positive effect on organizational commitment, indicated by the value with t-count $2.400 > 1.96$ and p value = $0.008 < 0.05$ at the 5% alpha significance level. A positive sign is shown in the path coefficient of 0.225 which indicates a positive direction. These results can be interpreted that the more conducive the organizational climate will be able to increase organizational commitment to sub-district employees in Palu City. On

the other hand, when the organizational climate is not conducive, it will reduce the organizational commitment of the Palu City sub-district employees.

The results of this study indicate that the organizational climate is considered conducive by 70.4% even though their work has a high work risk, employees feel increasingly challenged to improve their performance, accompanied by loyalty to the agency can increase employee performance by 79.4% when the agency is loyal to employees. Then organizational commitment will be higher it is.

An organizational climate that satisfies a conducive average score on all indicators known from the respondents' answers, where most stated that carrying out the work rules set by the organization and good organization by the leadership made employees more productive. The results are also followed by organizational commitment which is included in the high category, meaning that employees quite believe and accept the goals of the organization and have sufficient desire to keep working

4.2. The Effect of Work Discipline on Organizational Commitment

These results show that work discipline directly has a significant positive effect on organizational commitment, this is shown by the value with t count of $2.505 > 1.96$ and $p\text{-value} = 0.006 < 0.05$ at the 5% alpha significance level. The positive sign is shown in the path coefficient of 0.243 which indicates a positive direction.

These results can be interpreted that the higher the level of work discipline in employees, the organizational commitment of sub-district employees in Palu City will increase. Conversely, if employee work discipline decreases, the organizational commitment felt by sub-district employees in Palu City also decreases.

The results of this study indicate that the indicators of compliance with the discipline on work discipline variables are highly valued at 77.9% when employees have organizational commitment, employees will not leave the workplace during working hours. It is also supported by employee assessments of work discipline variables with an average 4.18 with high category. To realize organizational commitment to civil servants, they are not only required to improve the quality of their abilities, but are also required to have good attitudes and behavior. Good attitude and behavior is realized by obeying all applicable rules.

4.3. The Effect of Organizational Climate on Organizational Commitment With Job Satisfaction as Mediation

The results of this test indicate that organizational climate indirectly has a significant positive effect on organizational commitment through job satisfaction, which is indicated by t count of $3.330 > 1.96$ and $p\text{-value}$ of $0.001 < 0.05$ at alpha 5%, which means the results This study shows that organizational climate has an indirect and significant influence on organizational commitment mediated by job satisfaction in sub-district employees in Palu City.

The path coefficient from organizational climate (X1) to organizational commitment (Y) is 0.225 with a $p\text{-value}$ of $0.008 < 0.05$. While the mediation path coefficient of job satisfaction (Z) from $X1 \rightarrow Y \rightarrow Z$ is 0.210 (positive) with a $p\text{-value}$ of $0.001 < 0.05$. The indirect effect is positive and significant, so it means that the job satisfaction (Z) of sub-

district employees in Palu City causes the influence of organizational climate (X1) on organizational commitment (Y) to increase. On the other hand, when there is no job satisfaction (Z) it will cause the effect of organizational climate (X1) on organizational commitment (Y) to decrease. So this shows that job satisfaction (Z) mediates the effect of organizational climate (X1) on organizational commitment (Y) in sub-district employees in Palu City.

Based on the results of the study, it was stated that job satisfaction was highly valued at 77.3% when employees were given the opportunity to develop their potential and abilities 77.3% when superiors were fair in the promotion criteria between employees. in the good category, it can be explained that the District in Palu City has provided a conducive climate for employees as evidenced by indicators of the organizational structure of employees working productively with good organization from superiors, employees are given the freedom to make decisions on the tasks performed by employees.

4.4. The Effect of Work Discipline on Organizational Commitment with Job Satisfaction as Mediation

The results of this test indicate that work discipline indirectly has a significant positive effect on organizational commitment through job satisfaction, which is indicated by a t count of $3.107 > 1.96$ and a *p-value* of $0.001 < 0.05$ at alpha 5%, which means the results of the study This shows that work discipline has an indirect and significant influence on organizational commitment mediated by job satisfaction for sub-district employees in Palu City.

The path coefficient from work discipline (X2) to organizational commitment (Y) is 0.243 with *p-value* of $0.006 < 0.05$. While the mediation path coefficient of job satisfaction (Z) from X1 to Y is 0.151 (positive) with a *p-value* of $0.001 < 0.05$. The indirect effect is positive and significant, so it means that the job satisfaction (Z) of sub-district employees in Palu City causes the effect of work discipline (X2) on organizational commitment (Y) to increase. On the other hand, when there is no job satisfaction (Z) it will cause the effect of work discipline (X2) on organizational commitment (Y) to decrease. So this shows that job satisfaction (Z) mediates work discipline (X2) on organizational commitment (Y) in Palu City sub-district employees.

Based on the results of the study, it was stated that job satisfaction was highly valued at 75.9% when the supervisory system applied to the sub-district made employees increase their sense of optimism in their work. In addition, when viewed from the average work discipline variable of 4.18, it is included in the high category, it can be explained that employees in the sub-district in Palu City have obeyed all the rules set by the agency when viewed from the indicators for entering working hours, employees have entered on time and on time. An indicator of compliance with the employee's code of conduct does not leave the workplace during working hours

5. Conclusion

Based on the research results that have been presented in the previous chapter, it can be concluded several points from this research, namely:

- a. Organizational climate has a significant effect on organizational commitment to office employees Palu City District.
- b. Work discipline has a significant effect on organizational commitment to office employees Palu City District
- c. Organizational climate has an indirect and significant effect on commitment organizational structure with job satisfaction as a mediating variable.
- d. Work Discipline has an indirect and significant effect on organizational commitment with job satisfaction as a mediating variable.

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