

Effect of Encouragement of Organizational Commitment in Mediation by Job Satisfaction at the University

Casimiro Soares¹, Wahid Eka Saputra², Dyah Sugandini¹, and Winarno¹

¹Universitas Pembangunan Nasional Veteran Yogyakarta

²Departement of Management, STIE Trisna Negara South Sumatera

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Abstract: Timor Leste and Indonesia is a country that is still young, so it still needs resources quality human resources to carry out development in the days to come. Organizational commitment becomes very important for organizations in this country because when an organization is complicated to find employees who have outstanding qualifications in doing their work, organizational commitment is one way in determining employees who have unique requirements, loyalty, and performance. In this study, a study was conducted on the effect of organizational drive on organizational commitment with job satisfaction as mediation. The study aims to determine the impact of organizational support on organizational commitment at the University and determine the effect of organizational support on organizational commitment mediated by job satisfaction at the oriental university. The population in this study is the entire structural administration that takes policy the most critical systems in the University, which numbered 47 people. While the sampling technique uses saturated samples of census studies so that all members of the population are sampled. Data collection methods in this study using a questionnaire. Hypothesis, tested using techniques Structural Equation Modelling statistically to examine the relationship 3.2.7 for SMART PLS program three variables. The results found that 1) organizational drive had a significant effect on organizational commitment at Oriental University, and 2) there was an influence of organizational support on organizational commitment mediated by job satisfaction significantly at Oriental University.

1 INTRODUCTION

After Timor Leste declared its independence day on May 20, 2002, the Government of Timor Leste built development in various sectors. One of the development sectors is the Education sector. Therefore, guerrillas or veterans such as General Lere Anan Timur, along with their comrades, are committed to opening a foundation to assist the government in terms of opening an institution called UNIVERSITY.

After establishing University from 2002, through the leadership of the First Chancellor to the fourth Chancellor, University is still in the development stage, meaning that university is still very slow, and has not been recognized or accredited by the government of Timor Leste, by the Minister Education. In 2013 University under the leadership of the fifth Chancellor, DR. Roberto Seixa Miranda Geronimo, has a commitment to reform the structure

starting from the Rector's assistant to the faculties and departments, and at that time University was recognized or accredited by the government through the Ministry of Education in 2014. Furthermore, this can be said that the organization or company has the intention to encourage employees or employees to take up positions in a better place or position so that it can bring a positive impact on the organization or company. Besides, University has encouraged its employees to continue their education in Master and Doctoral degrees in various countries such as Portugal and Indonesia, employees, or staff who continue their education in these two countries, a new total 57 people.

Currently, University has produced output in the form of graduates/alumni ranging from 2010 to 2017. This amount is a commitment from the organization and lecturers who are teaching at University to commit even higher so they can produce more qualified graduates so various institutions or

institutions can use them in Timor Leste and Indonesia. With a variety of limitations that exist in Oriental university, such as faculties that do not yet have practicum tools and laboratories which are not enough to support these faculties, to support and carry out their duties and functions correctly.

(Organizational commitment to organizational commitment), is defined as a situation where an employee side with a particular organization and his goals and desires to maintain membership in the organization. Thus, high job involvement means taking sides on a specific individual's work, while high organizational commitment means choosing the organization that recruits the individual. (Robbins, 2008).

2 LITERATURE REVIEW

2.1 Organizational Commitment

Commitment is an attitude towards the organization and a willingness to achieve everything for the organization (Sjahrudin, 2013). Organizational success depends on employee commitment to the organization (Baraba et al., 2014).

According to Robbins (2006) states that there are three dimensions or indicators of organizational commitment, namely: Affective Commitment, Normative Commitment, and Continuous Commitment. Affective Commitment that is emotional feelings for the organization and believes in its values. Normative Commitment is a feeling of obligation to remain in the organization because it must be so, the action is the right thing to do. Continuous commitment is the economic value that is felt from surviving in an organization when compared to leaving the organization.

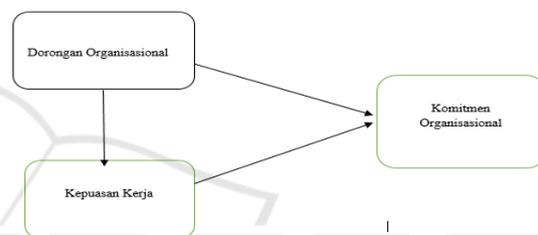
2.2 Organizational Support

Support and job satisfaction are factors that influence organizational commitment. The perception of organizational support is the central concept of organizational support theory. Understanding of organizational support as employees' global beliefs about the extent to which organizations care about their well-being and value their contributions (Eisenberger et al., 2002). The perception of organizational support gives positive results for members and organizations (Agustiningrum & Suryanto 2013).

2.3 Job

Satisfaction is a definite feeling at a job that is an impact or evaluation results from various aspects of the job (Robbins 2006). Luthans (2012) states that job satisfaction is the result of employees' perceptions of how well their work provides what is considered necessary. Tunjungsari (2011) says job satisfaction is an attitude that is owned by someone about work that results from their perception of their work. Based on this according to Hariandja (2002) classifying the factors that influence job satisfaction related to several aspects, namely: 1) The work itself, 2) Fellow workers, 3) The Principal.

3 CONCEPTUAL FRAMEWORK



Gambar. 2.1. Model Penelitian Dorongan Organisasional, Komitmen Organisasional dan Kepuasan kerja.

Figure 1.

3.1 Formulation of the Hypothesis

This Research, as addressed in the framework of this study, in general, predicts that organizational drive influences organizational commitment (accepted), and there is also organizational drive that positively influences organizational commitment mediated by job satisfaction (can be supported). Therefore, based on the above findings, the researchers propose the first hypothesis:

H1: The hypothesis that there is an impetus Organizational influence on Organizational Commitment at the Oriental University is acceptable.

H2: Hypothesis, which states that Organizational Encouragement has an influence on Organizational Commitment mediated by Job Satisfaction at the University, can be supported.

4 RESEARCH METHOD

Data used in this study are primary data that is data collected directly by researchers to answer problems or research objectives. Respondents in this study are

47 employees who work as decision-makers in Unita administration or can also be called structural University employees. The data collection technique was carried out by distributing questionnaires to administrative employees in the university, starting from the Chancellor to the chair of the faculty department, which was conducted for one month. Of the 47 (forty) completed questionnaires, then the results were analysed so that it can be seen the extent of respondents' responses regarding the relationship of Organizational Encouragement to Organizational Commitment, which is mediated by Job Satisfaction. The sampling technique used is saturated sampling.

4.1 Testing Instrument Research

4.1.1 Validity Test

Validity test associated with testing conducted to determine whether all statements (indicators) of research submitted to measure research variables are valid. Validity means the extent to which the measurement scale can measure what should be measured (Mo. Nazir, 2013). The results of the validity test are then compared with the value of r table. Correlation results were carried out with a significant level of 5%.

If the value of $r_{count} > r_{table}$, then the data is valid, whereas if the value of $r_{count} < r_{table}$, then the data is invalid or fall. Validity test results using a small sample of 30 respondents are shown in Table 1

Table 1 Validity Result

Variable	Item	count r	Critical Value (r table)	Description
of organizational commitment	KO1	0.740	0.3	Valid
	KO2	0857	0.3	Valid
	KO3	0.729	0.3	Valid
	KO4	0862	0.3	Valid
	KO5	0897	0.3	valid
	KO6	0786	0.3	valid
impetus organizational	DO1	0.850	0.3	valid
	DO2	0814	0.3	valid
	DO3	0827	0.3	valid
	DO4	0868	0.3	valid
	DO5	0.427	0.3	valid
	DO6	0759	0.3	valid
Job Satisfaction	KK1	0698	0.3	valid
	KK2	0780	0.3	valid
	KK3	0893	0.3	valid
	KK4	0862	0.3	valid
	KK5	0.830	0.3	valid
	KK6	0.694	0.3	valid

The validity of the test results showed that all items on impulse organizational questions, job satisfaction, and organizational commitment correlate (r_{count}) more significant than r_{table} (0.3) so that it can be stated that all variables are valid.

4.1.2 Data Reliability Test

Concerned with the degree of consistency and stability of the data or findings. Reliable or consistent

data will tend to be valid, although not necessarily valid (Sugiyono, 2013). The reliability test of this study used the technique Cronbach Alpha with an error rate of 5%. A constructor variable is said to be reliable if it gives a Cronbach Alpha value $> 0,700$ (Nurnnally, 1994 in Ghojali, 2011). Reliability testing was carried out with SPSS 16.0 for Windows. The results of the reliability test are shown in the following table:

Table 2 Result Test

Variable	Koef Reliability. Cronbach's Alpha	Value Critical	Remark
organizational commitment	0,893	0.6	Reliable
organizational impetus	0,849	0.6	Reliable
Job Satisfaction	0,880	0.6	Reliable

Based on 3.2 table concluded that all of the questions used are reliable or reliable. In this study, each item has a value question different. To be declared really, each variable must have a value Cronbach's Alpha above 0.6.

5 RESULTS

5.1 Hypothesis Testing (Inner Weight)

Hypothesis testing can be done by taking into account the level of significance and the path of the

parameters between latent variables. The hypothesis is proposed to find out the relationship of each construct being hypothesized. Decision making is based on the direction of the link and the significance of the inter-construct testing model shown in Table 4.14, which is the output of the results of emotional weight with the help of software PLS 3.0. PLS output results in 3.2.7. Found the results of the value bootstrapping with a sample of 98, resulting in the estimated value and probability (p-value) shown in Figure 4.1.

The results of emotional weight show the correlation relationship between constructs that connect between variables that form a hypothesis.

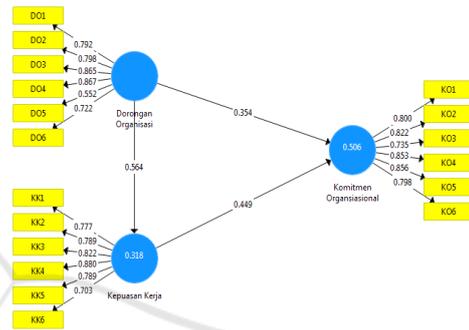


Figure 4.1.

Table 3 Direct Effects Between

	Original Sample (O)	Standard Deviation (STDEV) Constraints	T Statistics (O / STDEV)	P Values	Description
Organizational Encouragement -> Job Satisfaction	0.564	0.101	5,554	0,000	Significant
Organizational Encouragement -> Organizational Commitment	0.354	0.153	2.318	0.021	Significant
Job satisfaction -> Organizational Commitments	0449	0148	3028	0003	Significant

Table 4 Indirect Sobel Test Affect

	SobelTest	Std.error	P-value	Description
OrganizationEncouragement -> Job Satisfaction -> Organsiasional Commitments	0.0949 0.0076		2.6657	Significant Mediation

From 4:13 in the output table, 3.2.7 PLS can be seen as the influence of exogenous variables on endogenous variables. The test results show that the coefficient of influence of organizational drive on organizational commitment is 0.354 with a count of 2.318 and a value of $p = 0.021 < 0.05$ at an alpha significance level of 5%. These results can be interpreted that organizational drive has a positive and significant direct effect on organizational commitment on employees and employees of the University, so the first hypothesis of this study which states "H1 = There is an organizational drive has an effect on organizational commitment at the Universidade Oriental Timor university accepted.

A positive sign is shown in the path coefficient, which is 0.354, which indicates a positive direction. This means that the higher the organizational drive of UNIVERSITY employees, the organizational commitment of employees will also be better. The test results of the indirect effect of organizational encouragement variables on organizational commitment through job satisfaction are shown from the results of the Sobel test. It appears that the Sobel Test results indicate Z value calculated at 2.6657 and p-value 0.0076 of < 0.05 alpha 5%. So it can be interpreted that job satisfaction as a variable mediating the effect of organizational drive on organizational commitment. Thus the second hypothesis of the study stating "H2 = There is an organizational impulse influencing organizational commitment mediated by job satisfaction at Oriental Timor University" can be supported.

6 DISCUSSIONS

6.1 Effect of Organizational Encouragement on Organizational Commitment

H1: Hypotheses stating that Organizational Encouragement Influences Organizational Commitment at the East National University were accepted.

The results of testing with PLS prove that organizational drive has a significant effect on organizational commitment at the University (H1

accepted). This can be seen in the path coefficient of organizational encouragement to the organizational commitment of 0.354, which indicates a positive influence. This shows that the higher organizational drive will increase organizational commitment to structural, administrative employees at the Oriental Timor University.

The results of this study are consistent with the theory put forward by Rhoades & Eisenberger (2002), which states that organizational support produces a feeling of obligation for employees to help the organization achieve its goals, increasing commitment to the organization. According to Celep & Yilmazturk (2012), there is a significant relationship between organizational support for organizational commitment, the higher the level of organizational support to organizational, the higher organizational commitment will be.

The Effect of Organizational Encouragement on Organizational Commitment with Job Satisfaction as Mediation

H2: Hypotheses stating that Organizational Impulse has an influence on Organizational Commitment mediated by Job Satisfaction at Oriental Timor University, can be supported.

The results of testing with PLS and Sobel test prove that the coefficient of the indirect effect of organizational drive on organizational commitment through job satisfaction is 0.253, and the Z count is 2.6657, and the p-value is 0.0076 < 0.05 .

Several previous studies found that there is a relationship between intellectual intelligence on auditor performance. Intellectual knowledge has a positive and significant effect on auditor performance (Choiriah, 2013). If the auditor has good mental knowledge, then the implication is that their performance will be excellent. Thus it can be stated that there is a significant influence of organizational drive on organizational commitment through employee job satisfaction at Oriental Timor University. This means that the higher organizational motivation is given, it will increase job satisfaction, and this will have an impact on increasing organizational commitment.

7 CONCLUSIONS

Based on the results of data analysis and discussions that have been carried out, the following conclusions can be drawn:

- a. The organizational drive has a significant positive effect on organizational commitment at the University. This means that the higher the organizational drive, the higher the organizational commitment.
- b. The organizational drive has a positive and significant influence on organizational commitment mediated by employee job satisfaction at the university. This means that when employees at the University have an increasingly high organizational drive, this causes employees to feel cared about for careers and improved performance so that job satisfaction will increase, and this will lead to the formation of firm commitments.

8 SUGGESTIONS

Based on the conclusions, it can be proposed some suggestions including

1. The University should be able to provide a robust organizational impetus to all structural employees, namely by increasing the completeness of work equipment facilities to assist small tasks. Because so far, this indicator has been rated the lowest by employees. In the procurement of facilities and infrastructure, it is not just doing purchase, but must go through several stages, such as planning and acquisition of facilities and infrastructure, distribution, use and maintenance of facilities and infrastructure effectively and inventory of facilities and infrastructure. This is important so that the working equipment facilities and infrastructure can be utilized effectively in increasing organizational commitment.

2. In terms of job satisfaction, it is seen that a well-developed family work atmosphere is the lowest satisfaction. Working conditions like this need to be improved so that it becomes a concern, especially in forming working groups (work teams), so that team members have individual compatibility, so it is not easy to dispute in completing work. Likewise, the indicators are satisfied because each job can be completed well is still considered the lowest. Tasks given by superiors should be given proportionally, following their work capabilities, so that employees do not experience a buildup of jobs, especially at the end of the quarter or the end of the year. Each task given should be well-timed so that there are no

periods where employees appear to be unemployed, but in other periods employees look busy due to excessive workload.

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