



## DETERMINATION OF THE WORKING ENVIRONMENT, COMPETENCY AND COMMUNICATION ON EMPLOYEE ORGANIZATIONAL COMMITMENT WITH JOB SATISFACTION AS INTERVENING VARIABLE IN THE RIAU ISLAND PROVINCE HEALTH DEPARTMENT

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### Abstract

*This study aims to determine the determination of the work environment, competence, communication on work commitment and job satisfaction as intervening variables. The hypothesis proposed that Work Environment determines Job Satisfaction, Competence determines Job Satisfaction, Communication determines Job Satisfaction, Work Environment determines Work Commitment, Competence determines Work Commitment, Communication determines Work Commitment, Job Satisfaction determines Work Commitment, Work Environment determines Work Commitment through Job Satisfaction, Competence determines work commitment through job satisfaction, communication determines work commitment through job satisfaction. The sample in this study were all employees of the Riau Islands Province Health Service with the status of ASN. The number of samples used is 119 respondents. The data obtained were analyzed using data analysis techniques with the help of AMOS 24.0 software. The results of the study show that the work environment determines job satisfaction. CR value of 3.035 > 2,000 and Probability = 0.002 < 0.05, indicating that the positive determination is significant. Competence on Job Satisfaction CR value of 3,641 > 2,000 and Probability = \*\*\*<0.05, indicating that the positive determination is significant. Communication on Job Satisfaction Value of CR = 2.330 > 2,000 and Probability = 0.02 <0.05 indicates that the positive determination is significant. Work Environment on Work Commitment Value of CR -0.144 < 2,000 and Probability 0.886 > 0.05 indicates that the positive determination is not significant. Competence on Work Commitment. CR value 0.190 < 2, 000 and Probability = 0.849 > 0.05 indicates that the positive determination is not significant. Communication on Work Commitment Value of CR 1.901 < 2,000 and Probability = 0.057 > 0.05 indicates that the positive determination is not significant. Job Satisfaction on Work Commitment CR value 0.503 < 2,000 and Probability = 0.615 < 0.05 indicates that the positive determination is not significant. Determination of Work Environment on work commitment through job satisfaction 0.34202342 > 0.005 indicates that positive determination is not significant. Determination of competence on work commitment through job satisfaction 0.3349426 > 0.005 indicates that positive determination is not significant. Communication determination on work commitment through job satisfaction 0.35833489 > 0.005 indicates that positive determination is not significant. 05 indicates that the positive determination is not significant. Communication on Work Commitment Value of CR 1.901 < 2,000 and Probability = 0.057 > 0.05 indicates that the positive determination is not significant. Job Satisfaction on Work Commitment CR value 0.503 < 2,000 and Probability = 0.615 < 0.05 indicates that the positive determination is not significant. Determination of Work Environment on work commitment through job satisfaction 0.34202342 > 0.005 indicates that positive determination is not significant. Determination of competence on work commitment through job satisfaction 0.3349426 > 0.005 indicates that positive determination is not significant. Communication determination on work commitment through job satisfaction 0.35833489 > 0.005 indicates that positive determination is not significant. 05 indicates that the positive determination is not significant. Communication on Work Commitment Value of CR 1.901 < 2,000 and Probability = 0.057 > 0.05 indicates that the positive determination is not significant. Job Satisfaction on Work Commitment CR value 0.503 < 2,000 and Probability = 0.615 < 0.05 indicates that the positive determination is not significant. Determination of Work Environment on*

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*work commitment through job satisfaction  $0.34202342 > 0.005$  indicates that positive determination is not significant. Determination of competence on work commitment through job satisfaction  $0.3349426 > 0.005$  indicates that positive determination is not significant. Communication determination on work commitment through job satisfaction  $0.35833489 > 0.005$  indicates that positive determination is not significant. Communication on Work Commitment Value of CR  $1.901 < 2,000$  and Probability =  $0.057 > 0.05$  indicates that the positive determination is not significant. Job Satisfaction on Work Commitment CR value  $0.503 < 2,000$  and Probability =  $0.615 < 0.05$  indicates that the positive determination is not significant. Determination of Work Environment on work commitment through job satisfaction  $0.34202342 > 0.005$  indicates that positive determination is not significant. Determination of competence on work commitment through job satisfaction  $0.3349426 > 0.005$  indicates that positive determination is not significant. Communication determination on work commitment through job satisfaction  $0.35833489 > 0.005$  indicates that positive determination is not significant. Communication on Work Commitment Value of CR  $1.901 < 2,000$  and Probability =  $0.057 > 0.05$  indicates that the positive determination is not significant. Job Satisfaction on Work Commitment CR value  $0.503 < 2,000$  and Probability =  $0.615 < 0.05$  indicates that the positive determination is not significant. Determination of Work Environment on work commitment through job satisfaction  $0.34202342 > 0.005$  indicates that positive determination is not significant. Determination of competence on work commitment through job satisfaction  $0.3349426 > 0.005$  indicates that positive determination is not significant. Communication determination on work commitment through job satisfaction  $0.35833489 > 0.005$  indicates that positive determination is not significant. 05 indicates that the positive determination is not significant. Job Satisfaction on Work Commitment CR value  $0.503 < 2,000$  and Probability =  $0.615 < 0.05$  indicates that the positive determination is not significant. Determination of Work Environment on work commitment through job satisfaction  $0.34202342 > 0.005$  indicates that positive determination is not significant. Determination of competence on work commitment through job satisfaction  $0.3349426 > 0.005$  indicates that positive determination is not significant. Communication determination on work commitment through job satisfaction  $0.35833489 > 0.005$  indicates that positive determination is not significant. 05 indicates that the positive determination is not significant. Job Satisfaction on Work Commitment CR value  $0.503 < 2,000$  and Probability =  $0.615 < 0.05$  indicates that the positive determination is not significant. Determination of Work Environment on work commitment through job satisfaction  $0.34202342 > 0.005$  indicates that positive determination is not significant. Determination of competence on work commitment through job satisfaction  $0.3349426 > 0.005$  indicates that positive determination is not significant. Communication determination on work commitment through job satisfaction  $0.35833489 > 0.005$  indicates that positive determination is not significant. Determination of Work Environment on work commitment through job satisfaction  $0.34202342 > 0.005$  indicates that positive determination is not significant. Determination of competence on work commitment through job satisfaction  $0.3349426 > 0.005$  indicates that positive determination is not significant. Communication determination on work commitment through job satisfaction  $0.35833489 > 0.005$  indicates that positive determination is not significant. Determination of Work Environment on work commitment through job satisfaction  $0.34202342 > 0.005$  indicates that positive determination is not significant. Determination of competence on work commitment through job satisfaction  $0.3349426 > 0.005$  indicates that positive determination is not significant. Communication determination on work commitment through job satisfaction  $0.35833489 > 0.005$  indicates that positive determination is not significant.*

Keywords : **Work Environment, Competence, Communication, Organizational Commitment, Job Satisfaction, AMOS**

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## 1. INTRODUCTION

In organizational life, organizational commitment is an absolute prerequisite for maintaining organizational survival. Organizational commitment is not just passive loyalty to the organization, but the active dynamics of all members of the organization with the organization. Under these conditions, the elements in organizational commitment become a very important basis for organizational members to achieve success in carrying out their duties. With commitment, organizations and employees can develop in the same direction and in line with efforts to realize organizational programs.

During the current pandemic, the role of the Riau Islands Provincial Health Office is very important because it is expected to be able to provide the best health services to the community so as to avoid the turmoil of increasing cases of disease transmission and death in the community. To be able to provide good service to the community, the Riau Islands Provincial Health Office must also be able to solve existing human resource problems. Because human resources are the main factor in the organization to achieve organizational goals.

With the number of state civil servants as many as 119 people, the Riau Islands Provincial Health Office is expected to assist the Government's work in achieving the target of reducing the spread of the COVID-19 virus and increasing the number of vaccinations in the community. Therefore, it is expected that the employees of the Riau Islands Provincial Health Office should be able to try more optimally and need to involve all employees to be able to realize the work targets that have been set. To achieve these targets, human resources or employees who are committed to the organization are needed.

From initial observations that have been carried out by researchers at the Riau Islands Provincial Health Office, it was found that there are several problems that greatly affect the commitment of the employees. One that affects the commitment of employees is about the work environment, in addition to the work environment other problems are related to employee competence where there are still many employees who have duties in a certain position but are not in accordance with the competence, communication within the Health Office Riau Islands Province is still not good, it can be seen that there are still many found that employees often communicate using local languages and there are some employees who do not understand this, resulting in not conveying good information to all employees.

From the problem above, the researcher is interested in examining the problem of human resources (HR) in the Riau Islands Provincial Health Office with the title "Determination of the Work Environment, Competence and Communication on Employee Organizational Commitment with Job Satisfaction as an Intervening Variable at the Riau Islands Provincial Health Office.

## 2. IMPLEMENTATION METHOD

### Types of research

This research is survey research, namely research that takes samples directly from the population. Judging from the problems studied, this research is causal research that aims to analyze the relationship and influence (cause and effect) of two or more phenomena (now) through hypothesis testing.

### Research Time and Location

The time of the research that the author did was from April 2022 to September 2022. It was carried out at the Riau Islands Province Health Office.

### Population

The population is a generalization of all subjects and objects of existing research, so the authors determine that the population in this study are employees who have the status of ASN at the Riau Islands Provincial Health Office with 119 employees.

### Sample

Withdrawal of sample members with a sampling technique, the results are expected to represent the characteristics of members of the research population (representative). The researcher

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uses processed data using SEM with AMOS software version 24, which states that optimal data collection is to use a sample of 100-200 samples and in this study the researcher uses the census method, so that there are 119 respondents, respondents must fill out the questionnaires that have been distributed.

**Data collection technique**

For the purposes of analysis of the problems studied, the data collection is done using the following techniques:

1. Interviews are questions and answers directly to related parties to obtain the desired data and information.
2. The distribution of the questionnaire contains questions from each research variable, where the number of questions from each of these variables is 5 questions. Furthermore, the questions are weighted based on a Likert scale with a weighted value of 1 to 5.
3. Document Study, namely studying and observing data or reports contained in the Riau Islands Provincial Health Office.

**Research variable**

In this study, the variables are divided into independent variables, namely the influencing variables, consisting of (X1) Work Environment, (X2) Competence, (X3) Communication. The other variable is the dependent variable, which is the variable that is affected or is the result of the independent variable. In this study there are two dependent variables, namely the Intervening Variable (Intervening variable) is (Y) Job Satisfaction, and the dependent variable is (Z) Organizational Commitment.

**Data analysis technique**

The analysis used by researchers in this study is path analysis, namely by describing it with a flow chart that can make it easier to see the relationships to be tested. Data analysis was carried out using the Structural Equation Modeling (SEM) method and the software used for structural analysis was Amos version 24 from Arbukle and for descriptive use SPSS 24. In this step the suitability of the model was evaluated, through a study of various Goodness of Fit criteria. For this reason, the first action taken is to evaluate whether the data used can meet the SEM assumptions. If these assumptions are met then the model can be tested.

**3. RESULTS AND DISCUSSION**

The population of this study were all employees of the State Civil Apparatus at the Riau Islands Province Health Office. The number of samples taken was 119 respondents. The instrument used in this study was a questionnaire which was given directly to the respondents at the place of this research. A total of 119 questionnaires were distributed. Of the 119 (100%) questionnaires distributed, 119 (100%) were received back and then processed.

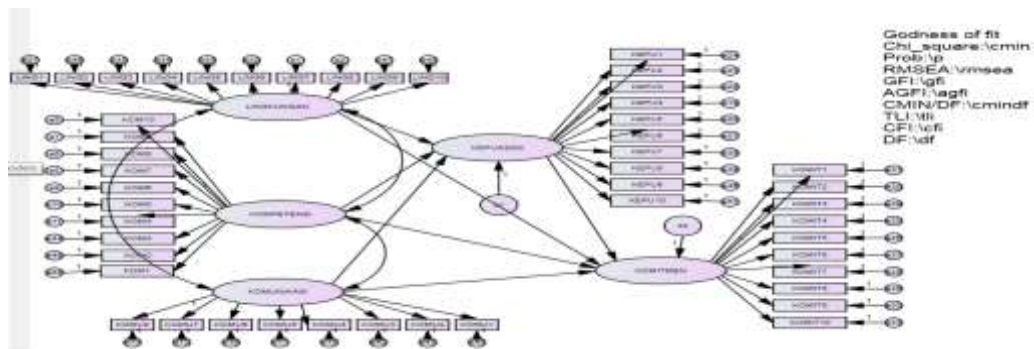


Image 1. AMOS SEM Test Results



**Table 1.**Regression Weight Variables Work Environment (LING), Competence (KOM), Communication (KOMU), Job Satisfaction (KEPU) and Organizational Commitment (KOMIT)

			Estimate
SATISFACTION	<---	ENVIRONMENT	,306
SATISFACTION	<---	COMPETENCE	,350
SATISFACTION	<---	COMMUNICATION	,250
COMMITMENT	<---	ENVIRONMENT	-,008
COMMITMENT	<---	COMPETENCE	0.011
COMMITMENT	<---	COMMUNICATION	,958
COMMITMENT	<---	SATISFACTION	,031

Source :Output IBM SPSS AMOS 24 Report (2022)

**Table 2.**Standardized Regression Variables Work Environment (LING), Competence (KOM), Communication (KOMU), Job Satisfaction (KEPU) and Organizational Commitment (KOMIT)

			Estimate	SE	CR	P	Label
SATISFACTION	<---	ENVIRONMENT	,252	,083	3.035	,002	par_23
SATISFACTION	<---	COMPETENCE	,280	0.077	3,641	***	par_24
SATISFACTION	<---	COMMUNICATION	,237	,102	2,330	0.020	par_25
COMMITMENT	<---	ENVIRONMENT	,000	.001	-,144	,886	par_26
COMMITMENT	<---	COMPETENCE	,000	.001	,190	,849	par_27
COMMITMENT	<---	COMMUNICATION	0.020	,010	1,901	0.057	par_28
COMMITMENT	<---	SATISFACTION	,001	.001	,503	,615	par_29

Source: Output IBM SPSS AMOS 24 Report (2022)

**Table 3.**Evaluation of Squared Multiple Correlations: R – Square

	Estimate
SATISFACTION	,671
COMMITMENT	,965

### Work Environment Variables on Job Satisfaction Variables

Determination of the latent variable Work Environment (LING) on the latent variable Job satisfaction (KEPU) is positive. Very significant. Nitisemito (2012), that one of the factors that can affect morale in carrying out tasks is the work environment. Although this factor is important and has a large influence, many companies do not pay attention to this factor. An unpleasant work environment will result in a decrease in employee work results and vice versa, if work is very pleasant it will lead to a sense of job satisfaction and increased work results in the employee. This of course will be profitable for the company

The results of this study support the previous research conducted by Fransiska Octaviani Sitinjak (2021) which showed the results of her research that the work environment proved to have a positive and very significant effect on employee job satisfaction.

Similar research results were also obtained by Tita Isni Alvina, Indi Djastuti (2018) with research results stating thatThe work environment has been shown to have a positive and significant effect on job satisfaction.

### Competency Variables on Job Satisfaction Variables

Determination of the latent variable Competence (KOM) on the latent variable Job satisfaction (KEPU) is positively significant. Ivancevich (2016) argues that competence is an individual's ability based on his knowledge and skills shown in thinking and acting according to his field of work. Some employees, despite being highly motivated, do not have the ability or skills to perform well. Abilities and skills play an important role in individual behavior and performance.

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The results of this study support previous research conducted by Yudi Supiyanto (2015) where the results of the research conducted stated that HR competence had a positive and very significant effect on employee job satisfaction.

**Communication Variables on Job Satisfaction Variables**

The determination of the latent variable Communication (KOMU) on the latent variable Job Satisfaction (KEPU) is very significant positive. Based on the results of research conducted that the effect of communication on job satisfaction has a very significant positive effect. communication is positively related to job satisfaction. So it can be said that the better a person's communication and the higher his job satisfaction. Conversely, the worse a person's communication, the lower the level of job satisfaction. Other studies also state that communication has a positive effect on job satisfaction, as done by Samuel (2013:102). It was explained that basically communication is inherent in every individual, but its development is more or less determined by the support of the management.

The results of this study support previous research conducted by Purnama & Manuatu (2014: 76) which states that high communication will lead to high job satisfaction as well. Another study that also got my results with this research is Lai's research (2012:132), which states that employees with good communication have superior work skills and can increase job satisfaction obtained from their work.

**Work Environment Variables on Organizational Commitment Variables**

The determination of the latent variable of the Work Environment (LING) on the latent variable of Organizational Commitment (KOMIT) is positively insignificant. Theoretically the work environment according to Sihombing (2010: 53) that the work environment is factors outside of humans, both physical and non-physical in an organization. These physical factors include work equipment, temperature at work, crowdedness and density, noise, work space area while non-physical includes working relationships formed in agencies between superiors and subordinates as well as among employees. When the work environment is in accordance with workplace procedures, employees will have a high commitment to the company. One of the factors that can affect employee commitment in carrying out tasks within the organization is the work environment. Although this factor is important and has a large influence, many agencies do not pay attention to this factor. An unpleasant work environment will result in a decrease in employee work results.

The results of this study support previous research conducted by Indi Djastuti (2018). The work environment has been shown to have a positive but not significant effect on work commitment.

**Variable Competence Against Organizational Commitment Variables**

Determination of the latent variable Competence (KOM) on the latent variable Organizational Commitment (KOMIT) is positively insignificant. Competence is an attitude and behavior shown by an employee in working by expressing himself totally in terms of cognitive, physical, and emotional. Employees with a high level of organizational commitment will have the urge to be involved (engaged) in every work process in the agency where he works. enthusiasm and high commitment to do it.

Organizational commitment and employee competence is one of the processes that support the totality of work in a company. According to Bashaw and Grand in Sopian (2010: 156) states that employee commitment in an organization is a continuous process and is an individual experience when joining an organization.

The results of this study support previous research conducted by Dwi Hastuti 2018 where the results of the study state that competence has no positive and insignificant effect on organizational commitment.



### **Variable Communication Against Organizational Commitment Variable**

Determination of the latent variable Communication (KOMU) to the latent variable Organizational Commitment (KOMIT) Positive is not significant. Sopiah in his book (2010: 197) that in terms of the organization, employees or members who are low committed will have an impact on high absenteeism turnover, increased work delays, low quality of work and lack of intensity to survive as employees in the organization.

This is also in accordance with the fact that employees who have good communication, by playing an active role in the organization have confidence, are able to place themselves in the environment and are easy to adapt to members with different views, will be able to provide work results and can play a progressive role in the success of activities in the organization. organization.

The results of this study support previous research conducted by Janathun Naimah (2016) where the results of the study stated that there was a positive but not significant effect between Communication on Organizational Commitment.

### **Job Satisfaction Variable on Organizational Commitment Variable**

The determination of the latent variable of Job Satisfaction (KEPU) on the latent variable of Organizational Commitment (KOMIT) is positively insignificant. Commitment to the organization is not just a formal membership, because it includes an attitude of liking the organization and an active willingness to strive for a high level of effort for the benefit of the organization in order to achieve organizational goals. The more the organization is able to generate confidence in employees who have in common with the values and goals of the organization, the higher the employee's commitment to the organization where the employee works and the satisfaction at work because the employee has carried out the commitment well. High commitment to employees, an organization will get a positive impact such as increased production,

The results of this study are in accordance with the results of previous research conducted by Argensian, Ritha F. Dalimunthe. 2014 where the results of the research found that there was a positive but not significant effect between Job Satisfaction on Organizational Commitment.

### **Indirect Determination of Work Environment Variables on Organizational Commitment Variables through Job Satisfaction Variables**

The determination of the latent variable of Work Environment (LING) on the latent variable of Organizational Commitment (KOMIT) through the Job Satisfaction Variable (KEPU) is positively insignificant. Based on the results of the Calculation for the Sobel test based on the table above, it can be seen that the p-value of the effect of mediation. Because the value of Two Tailed Probability = 0.35833489 is greater than 0.05, it can be concluded that the mediation coefficient of 0.35833489 is not significant and means that there is no mediating effect of Job Satisfaction in mediate the relationship of Communication to Organizational Commitment.

When the work environment is in accordance with workplace procedures, employees will have a high commitment to the company. One of the factors that can affect employee commitment in carrying out tasks within the organization is the work environment. Although this factor is important and has a large influence, many agencies do not pay attention to this factor. An unpleasant work environment will result in a decrease in employee work results.

The effect of job satisfaction as an intervening variable between the Work Environment and the work commitment of employees at the Riau Islands Provincial Health Office in this study is smaller than the direct influence between the Work Environment and the Work Commitment of employees at the Riau Islands Provincial Health Office, meaning that the role of Job Satisfaction in mediating competence on effectiveness The work of employees at the Riau Islands Provincial Health Office has a smaller role than the direct influence.

### **Indirect Determination of Competency Variables on Organizational Commitment Variables through Job Satisfaction Variables.**

Determination of the latent variable Competence (KOM) on the latent variable Organizational Commitment (KOMIT) through the Job Satisfaction Variable (KEPU) is positively insignificant. Based on the results of the Calculation for the Sobel test based on the table above, it

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can be seen that the p-value of the effect of mediation. Because the value of Two Tailed Probability = 0.3349426 is greater than 0.05, it can be concluded that the mediation coefficient of 0.3349426 is not significant and means that there is no mediating effect of Job Satisfaction in mediate the relationship between Competence and Organizational Commitment

Competence of reliable human resources will make a positive contribution to the competitive advantage of the organization, therefore the organization must be able to motivate employees to be more committed to work so that they have high job satisfaction, good work discipline, and it is hoped that excellent service quality can be achieved which in the end ultimately can provide satisfaction to service users. Where the level of competence and job satisfaction of employees can cause a decrease in the effectiveness of employees' work.

The effect of Job Satisfaction as an intervening variable between Competence and Work Commitment of employees at the Riau Islands Provincial Health Office in this study is smaller than the direct influence between Competence and Work Commitment of employees at the Riau Islands Provincial Health Office. The Riau Islands Provincial Health Office has a smaller role than the direct influence.

**Indirect Determination of Communication Variables on Organizational Commitment Variables through Job Satisfaction Variables**

The determination of the latent variable Communication (KOMU) on the latent variable Organizational Commitment (KOMIT) through the Job Satisfaction Variable (KEPU) is positively insignificant. Based on the results of the Calculation for the Sobel test based on the table above, it can be seen that the p-value of the mediation effect is due to the value of Two Tailed Probability = 0.35833489 is greater than 0.05, it can be concluded that the mediation coefficient 0.35833489 is not significant and means that there is no mediating effect of Job Satisfaction in mediating the relationship between Competence and Organizational Commitment.

Communication is positively related to job satisfaction, so it can be said that the better one's communication and the higher the job satisfaction. Conversely, the worse one's communication, the lower the level of job satisfaction so that effective communication is needed in an organization to be able to bridge between leaders and employees so that it will create a better and conducive work environment.

Influence Job Satisfaction as an intervening variable between Communication and Work Commitment of employees at the Health Office of Riau Islands Province in this study is smaller than the direct effect between Communication and Work Commitment of employees at the Health Office of Riau Islands Province. The health of the Riau Islands Province has a smaller role than the direct influence.

**4. CONCLUSION**

Based on the results of the research that has been carried out, the results of this study can be concluded as follows:

1. The Work Environment Variable (LING) has a direct and very significant influence on the latent variable Job Satisfaction (KEPU) in the Riau Islands Province Health Office.
2. Competency latent variable (KOM) has a direct and very significant influence on the latent variable Job satisfaction (KEPU) at the Riau Islands Provincial Health Office.
3. The Communication variable (KOMU) has a direct and very significant influence on the latent variable Job satisfaction (KEPU) in the Riau Islands Province Health Office.
4. The latent variable of the Work Environment (LING) directly affects the latent variable of Organizational Commitment (KOMIT) in the Riau Islands Provincial Health Office but not significantly.





5. The latent variable Competence (KOM) directly affects the latent variable Organizational Commitment (KOMIT) in the Riau Islands Provincial Health Office but not significantly.
6. The latent variable Communication (KOMU) directly affects the latent variable Organizational Commitment (KOMIT) in the Riau Islands Provincial Health Office but not significantly.
7. The latent variable job satisfaction (SETIS) directly affects the latent variable performance (PERF) in the Riau Islands Provincial Health Office but not significantly.
8. The latent variable of work environment (LING) indirectly affects Organizational Commitment (KOMIT) by being mediated by the latent variable of job satisfaction (KEPU) at the Riau Islands Provincial Health Office but not significantly.
9. Competency Latent Variable (KOM) indirectly affects Organizational Commitment (KOMIT) mediated by Job Satisfaction Latent Variable (KEPU) at the Riau Islands Provincial Health Office but not significantly
10. Communication latent variable (KOMU) indirectly affects Organizational Commitment (KOMIT) mediated by Job satisfaction latent variable (KEPU) at the Riau Islands Provincial Health Office but not significantly.

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