THE INFLUENCE OF WORK DISCIPLINE, ORGANIZATIONAL CLIMATE AND ORGANIZATIONAL CULTURE ON ORGANIZATIONAL COMMITMENT THROUGH JOB SATISFACTION AS AN INTERVENING VARIABLE IN THE BPJS EMPLOYMENT OFFICE, BATAM CITY

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Abstract

The purpose of this research is to determine and analyze the influence of work discipline, organizational climate and organizational culture on organizational commitment through job satisfaction at the Batam City BPJS Employment Office. This type of research uses an associative causality design. Data was collected using a questionnaire and distributed to 115 respondents. Statistical data analysis uses SEM-PLS (Structural Equation Modeling Partial Least Square) and uses path analysis to test relationship patterns that reveal the influence of variables on other variables, both direct and indirect. The research results show that Work Discipline directly has a positive and significant effect on Job Satisfaction with P-Values of 0.002 < 0.05. Work Discipline directly has a positive but not significant effect on organizational commitment with P-Values of 0.701 > 0.05. Organizational Climate directly has a positive and significant effect on Job Satisfaction with P-Values of 0.041 > 0.05. Organizational Climate directly has a positive and significant effect on Organizational Commitment with P-Values of 0.010 > 0.05. Organizational Culture directly has a positive and significant effect on Job Satisfaction with P-Values of 0.008 <0.05. Organizational Culture directly has a positive and significant effect on Organizational Commitment with P-Values of 0.006 > 0.05. Job Satisfaction directly has a positive and significant effect on Organizational Commitment with P-Values of 0.000 <0.05. Job Satisfaction mediates the influence of Work Discipline on Organizational Commitment with p-values of 0.411 > 0.05. Job Satisfaction mediates the influence of Organizational Climate on Organizational Commitment with P-values of 0.007 < 1.234. Job Satisfaction mediates the influence of Organizational Culture on Organizational Commitment with p-values of 0.004 < 0.05.

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

1. INTRODUCTION

The implementation of social security programs is one of the responsibilities and obligations of the State to provide socio-economic protection to the community, especially the working community. In accordance with the condition of the financial capacity of the Indonesian State, like other countries, it is developing a social security program based on funded social security, namely social security funded by participants and intended for working people in the formal and informal sectors. The success of a company cannot be separated from various supports from both internal and external parties of the organization. One of the most important things in a company comes from human resource management (HR). Human resource management is a strategic role in a company where human resource management takes part in designing company strategies to achieve goals and turning these strategic plans into action. Human resources are one of the most important assets for a company. The role of human resources for a company is not only seen from the results of work productivity but also seen from the quality of work produced.

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Work discipline is the attitude, behavior and actions carried out by an individual or person while working in accordance with the awareness that the individual or person has of the rules that apply or exist in an organization or company.(Fahmi, 2016: 65). Discipline can prove a condition or polite attitude that exists in employees towards company rules and regulations. Work discipline can also be achieved from the organizational climate. A comfortable and pleasant organizational climate will make employees more motivated to work and more disciplined at work. If the organizational climate is not good or uncomfortable, it can cause the employee to become lazy at work. Creating a conducive and profitable organizational climate, the leader's behavior in this case determines the creation of this situation, where the existence of a climate in most organizations is formed by appropriate leadership and work and is also communicated appropriately with subordinates as a whole. Organizational climate is very important because organizations that can create an environment where their employees feel friendly can achieve their full potential in seeing the key to competitive advantage. Therefore, organizational climate is seen as a key variable for organizational success. To maintain and increase company productivity, of course various parties related to the company, of course various parties related to this company must pay attention to the level of job satisfaction and performance of their employees.

Organizational culture can influence organizational commitment, because company leaders' or employees' awareness of the influence of the company's organizational culture can provide a strong enthusiasm to defend, maintain and develop the company's organizational culture which is a strong driving force for the progress of the company's organization. A strong corporate organizational culture will foster a great sense of responsibility in employees so that they can motivate them to display the most satisfying work abilities, achieve better performance and in turn will motivate all employees to increase organizational commitment so that it will create employee job satisfaction. Company employees are very influential and determine the progress of the company, where employees must have the ability and have high commitment in carrying out their duties. Low commitment reflects a person's lack of responsibility in carrying out their duties. Questioning commitment is the same as questioning responsibility. Employees who have high commitment to the organization are absolutely needed to improve and build a quality company. Commitment to an organization means more than just formal membership, because it includes an attitude of liking the organization and a willingness to put in a high level of effort for the benefit of the organization in order to achieve its goals.

Organizational Commitment is the degree to which an employee supports a particular organization and its goals and the desire to maintain membership in the organization. So, high job involvement means siding with an individual's particular job, while high organizational commitment means siding with the hiring organization and feeling that he is working for himself and no one else. The organizational commitment at the BPJS Employment Office in Batam City, according to the results of interviews with general departments, stated that the quality and quantity of human resources in several fields were inadequate, especially in terms of involvement in completing the tasks and responsibilities mandated by the organization, including committing to support organizational vision and mission that focuses on participant penetration, service optimization, and investment.

Below is a table of Key Performance Indicators for the period December 2022 and the current month March 2023 (data source from the Batam City BPJS Employment Office).

Table 1. Key Performance Indicators Data December 2022 BPJS Office
Batam City Employment

NO	Field	Key Performance Indicators	Achievement Progress		
			Target	Realization	%
1	Field of Participation	PU Workforce Acquisition	116,239	93,326	80%
2		BPU Workforce Acquisition	50,460	32,411	64%
3		Jakon Workforce Acquisition	28,752	23,354	88%
4		PU Active Workforce	253,403	222,572	87%
5		BPU Active Workforce	43,931	33,521	43%
6	Service Field	Data Update	100%	71%	71%
7		Total Active JMO Users	117,052	98,322	83%
8	Supervision and Inspection	Receivables Settlement	35%	31%	88%
9		Law Enforcement Settlement	14	7	50%
10		PU On Time Dues	87%	82%	84%
11		BPU Timely Dues	85%	57%	48%

Source: Batam City BPJS Employment Office 2023

Table 2. Key Performance Indicators Data March 2023 BPJS Office
Batam City Employment

NO	Field	Key Performance Indicators	Achievement Progress		
			Target	Realization	%
1	Field of Participation	PU Workforce Acquisition	29,819	25,158	84%
2		BPU Workforce Acquisition	17,887	8,942	50%
3		Jakon Workforce Acquisition	8,633	3.122	36%
4		PU Active Workforce	253,403	222,572	87%
5		BPU Active Workforce	59,257	14,151	24%
6	Service Field	Settlement of Maturity JHT participants	50%	11%	23%
7		Claim Process via JMO	70%	39%	56%
8	Supervision and Inspection	Receivables Settlement	35%	29%	84%
9		Law Enforcement Settlement	14	0	0%
10		PU On Time Dues	87%	83%	95%
11		BPU Timely Dues	85%	45%	53%

Source: Batam City BPJS Employment Office 2023

Based on Table 1 above, it can be seen that there are 11 indicators of performance achievement mandated by the organization that have not yet been achieved either in the December 2022 period or in the March 2023 period. This is of course related to employee performance, where based on an initial interview with one of the employees, there are still many employees whose work is not oriented towards performance achievement targets and is committed to the goals and vision and mission of the organization. So it can be concluded that organizational commitment at the Batam City BPJS Employment Office is still unstable, causing organizational commitment to decrease. Another factor that influences performance is the work discipline of employees at the Batam City BPJS Employment Office.

The realization of commitment within the organization is a process of assessing work results that will be used by the agency to provide information to individual employees about the quality of their work results from the perspective of the agency's interests. Assessments carried out regularly aim to achieve goals. Assessment of employee work productivity that is carried out objectively, precisely and well documented tends to reduce the potential for deviations committed by employees, so it is hoped that it will have a positive impact on the company. Thus, the author is

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interested in conducting research on "The Influence of Work Discipline, Organizational Climate and Organizational Culture on Organizational Commitment Through Job Satisfaction as an Intervening Variable at the Batam City BPJS Employment Office.

2. IMPLEMENTATION METHOD
Place and time of research
This research was carried out at the Batam City BPJS Employment Office, over a period of five months from April 2023 to August 2023. The research began with literature searches, submission and examination of research proposals, data collection and processing, completing the thesis report up to the thesis examination.

Research methods
Research methods are a philosophy of a research process, in which there are various assumptions from a measure and criteria that are used to select methods for data processing, interpretation, and hypothesis testing to reach a conclusion. In the research method, a technique or method is used to search for, obtain and collect, record data, in the form of data obtained primary or secondary and then used for the purposes of preparing research and analyzing factors related to the main research problems.

Population and Research Sample
The population in this study were employees who worked at the Batam City BPJS Employment Office, totaling 115 respondents regardless of strata and specific areas of work. Arikunto (in Riduwan, 2012: 210) stated that if there are less than 100 subjects, it is better to take all of them, so that the research is population research. Due to population limitations, all members of the population were used as research samples so that this research used a saturated sample which was taken using the Census Technique using proportional random sampling.

Data Sources and Data Collection Techniques
a. Data source
This research uses data obtained from respondents, where respondents will provide verbal responses and/or written responses in response to the statements given.

b. Method of collecting data
The data collection technique uses variable measurement using a questionnaire instrument. Each employee respondent was given five questionnaire instruments to become a source of measurement for the variables studied. Data was collected using a questionnaire method, namely by giving a list of questions or questionnaires to respondents. The reason for using this method is that the research subject is the person who knows best about himself, and the subject's statements given are true and trustworthy.

Research Instrument
An instrument is a tool that, because it meets academic requirements, can be used as a tool to measure a measuring object or collect data about a variable. In research, instruments are defined as tools for collecting data regarding research variables for research needs. This research instrument uses a questionnaire. This instrument was developed on the basis of theoretical studies, then defined in conceptual definitions, operational definitions, and developed through an instrument grid.

3. RESULTS AND DISCUSSION

Research result

In this research, researchers used respondent data, such as gender, age and most recent education of the respondent in order to provide information about the respondent's characteristics. Where from the questionnaire distributed there were 115 respondents. The discussion in this chapter is the result of a field study to obtain questionnaire answer data that measures the five main variables in this research, namely Work Discipline, Organizational Climate, Organizational Culture, Job Satisfaction and Organizational Commitment. Data analysis with parametric and non-parametric statistics using SEM-PLS (Structural Equation Modeling-Partial Least Square) regarding research variables, instrument testing, normality testing, hypothesis testing, as well as discussion of the results of hypothesis testing and Path Analysis. This research uses path analysis to test relationship patterns that reveal the influence of a variable or set of variables on other variables, both direct and indirect influences. The path coefficient calculation in this research was assisted by Smart PLS Ver 4.0. To find out the direct and indirect influence between variables, look at the results of calculating the path coefficient, while to find out the significance.

Data analysis

a. Measurement Model Analysis (Outer Model)

The measurement model analysis (outer model) aims to evaluate the construct variables studied, the validity (accuracy), and profitability (reliability) of a variable.

1. Internal Consistency Analysis

Internal consistency analysis is a form of reliability used to assess the consistency of results across items on the same test. Internal consistency testing uses composite reliability values with the criteria that a variable is said to be reliable if the composite reliability value is > 0.600 (Hair, Hult, Ringle, & Sarstedt, 2014).

Table 3. Internal Consistency Analysis

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Work Discipline	0.946	0.948	0.955	0.728
Organizational Climate	0.936	0.939	0.945	0.634
Organizational culture	0.941	0.942	0.951	0.709
Job satisfaction	0.946	0.949	0.956	0.756
Organizational Commitment	0.960	0.961	0.966	0.782

Source: Data Processing (2023)

Based on the internal consistency analysis data in table 3 above, the results show that the Work Discipline variable (X1) has a composite reliability value of 0.955 > 0.600, so the variable X2 is reliable, the Organizational Culture variable (X3) has a composite reliability value of 0.951 > 0.600, so the variable has a composite reliability value of 0.966 > 0.600, then variable Y is reliable.

2. Convergent Validity

Convergent validity is used to see the extent to which a measurement correlates positively with alternative measures of the same construct. To see whether an indicator of a construct variable is valid or not, look at the outer loading value. If the outer loading value is greater than (0.6) then an indicator is valid. (Hair, Hult, Ringle, & Sarstedt, 2014).

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Table 4. Convergent Validity

Variable	X1	X2	X3	X4	Y
X1.1	0.761				
X1.2	0.753				
X1.3	0.773				
X1.4	0.807				
X1.5	0.846				
X1.6	0.775				
X1.7	0.739				
X1.8	0.810				
X1.9	0.831				
X1.10	0.857				
X2.1		0.835			
X2.2		0.826			
X2.3		0.872			
X2.4		0.875			
X2.5		0.859			
X2.6		0.808			
X2.7		0.820			
X2.8		0.838			
X3.1			0.808		
X3.2			0.797		
X3.3			0.860		
X3.4			0.893		
X3.5			0.880		
X3.6			0.841		
X3.7			0.858		
X3.8			0.884		
Z.1				0.783	
Z.2				0.836	
Z.3				0.906	
Z.4				0.859	
Z.5				0.901	
Z.6				0.908	
Z.7				0.887	
Y1					0.859
Y2					0.923
Y3					0.882
Y4					0.831
Y5					0.891
Y6					0.901

Variable	X1	X2	X3	X4	Y
Y7					0.898
Y8					0.885

Source: Data Processing (2023)

Based on table 4 above, it can be seen that the outer loading value for variables X1,

3. Discriminant Validity

Discriminant validity aims to assess whether an indicator of a construct variable is valid or not. This is done to ensure that each concept from each latent model is different from the other variables. Discriminant validity aims to assess whether an indicator of a construct variable is valid or not, namely by looking at the Heterotrait - Monotrait Ratio of Correlation (HTMT) value < 0.90, then the variable has good discriminant validity (valid) (Hair, Hult, Ringle, & Sarstedt, 2014).

Table 5. *Discriminant Validity*

Variable	X1	X2	X3	Z	Y
X1					
X2	0.838				
X3	0.836	0.851			
Z	0.800	0.806	0.877		
Y	0.815	0.810	0.896	0.807	

Source: Data Processing (2023)

Based on table 5 above, the correlation results between variables have a correlation value of <0.9, thus the correlation value of all variables is declared valid.

4. Structural Model Analysis (inner Model)

Structural model analysis or (inner model) aims to test the research hypothesis. The part that needs to be analyzed in the structural model is the coefficient of determination (R Square) with hypothesis testing. If the VIF value is greater than 5.00, it means there is a collinearity problem, and conversely there is no collinearity problem if the VIF value is <5.00 (Hair, Hult, Ringle, & Sarstedt, 2014).

Table 6. Collinearity

Variable	X1	X2	X3	Z	Y
X1				1,415	1,599
X2				1,370	1,614
X3				1,485	1,464
Z					1,493
Y					

Source: Data Processing (2023)

From the data above it can be described as follows:
a. VIF for the correlation of X1 with Y is 1.559 < 5.00 (no collinearity problems occur)
b. VIF for the correlation of X2 with Y is 1.614 < 5.00 (no collinearity problems occur)
c. VIF for the correlation between X3 and Customer Y is 1.464 < 5.00 (no collinearity problems occur)
d. VIF for the correlation of Z with Y is 1.493 < 5.00 (no collinearity problems occur)

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In testing the significance of the structural model path coefficients, there are two stages, namely testing the direct influence hypothesis and testing the indirect influence hypothesis. The hypothesis testing path coefficients are in the image below: Testing the significance of the structural model path coefficient (Structural Model Path Coefficient). This test is to determine the path coefficient of the structural model, the aim is to test the significance of all relationships or test hypotheses.
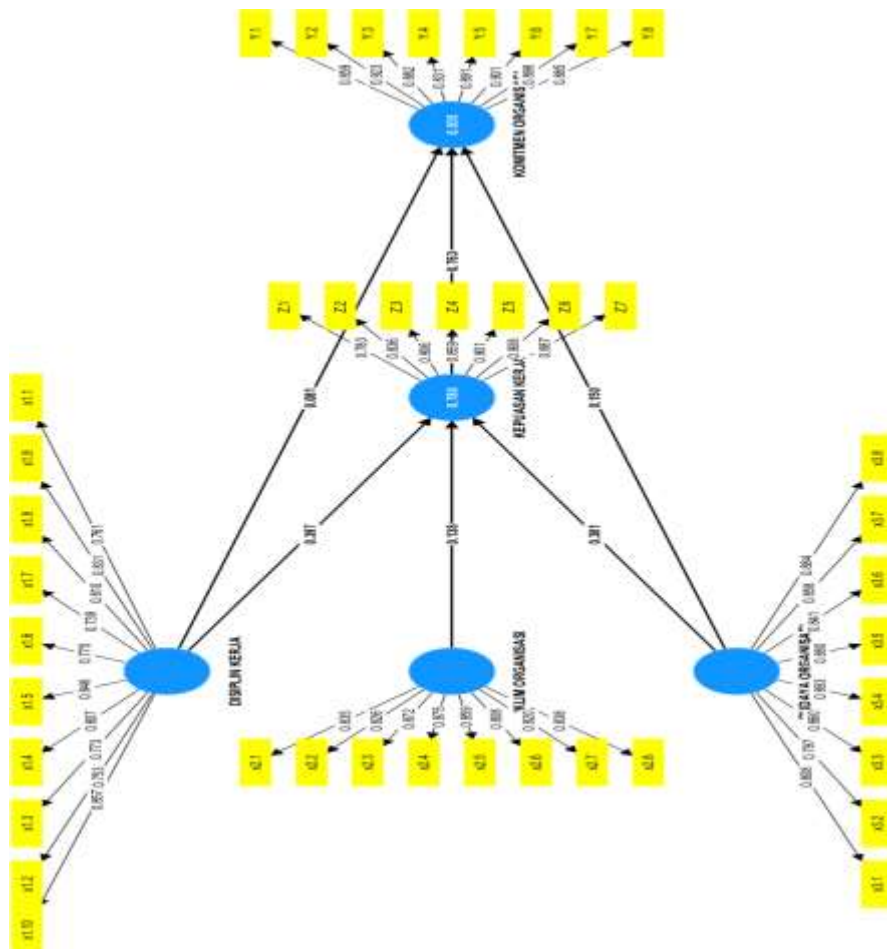

Figure 1. Hypothesis test

Hypothesis test
a. Direct Effect Testing
Direct influence hypothesis testing aims to prove hypotheses about the influence of a variable on other variables directly (without intermediaries). If the path coefficient value is positive, it indicates that an increase in the value of one variable is followed by an increase in the value of another variable. If the path coefficient value is negative, it indicates that an increase in one variable is followed by a decrease in the value of another variable. If the probability value (P-Value) < Alpha (0.05) then Ho is rejected (the influence of one variable on other variables is significant). If the probability value (P-Value) > Alpha (0.05) then Ho is rejected (the influence of one variable on other variables is not significant).

Table 7. Direct Influence Hypothesis

Variable	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
X1 -> Z	0.399	0.396	0.129	3,096	0.002
X2 -> Z	0.015	0.153	0.007	2,048	0.041
X3 -> Z	0.381	0.364	0.143	2,667	0.008
Z -> Y	0.754	0.758	0.076	9,938	0,000
X1 -> Y	0.033	0.029	0.087	0.385	0.701
X2 -> Y	0.059	0.051	0.023	2,597	0.010
X3 -> Y	0.302	0.292	0.109	2,771	0.006

Source: Data Processing (2023)

1. The direct influence of the Work Discipline variable on the Job Satisfaction variable has a path coefficient of 3.096 (positive), so an increase in the value of the Work Discipline variable will be followed by an increase in the Job Satisfaction variable. The influence of the Work Discipline variable on Job Satisfaction has a P-Value of 0.002 < 0.05, so it can be stated that the influence of Work Discipline on Job Satisfaction is significant.

2. The direct influence of the Organizational Climate variable on the Job Satisfaction variable has a path coefficient of 2.048 (positive), so an increase in the value of the Organizational Climate variable will be followed by an increase in the Job Satisfaction variable. The influence of the Organizational Climate variable on Job Satisfaction has a P-Value of 0.041 < 0.05, so it can be stated that the influence of Organizational Climate on Job Satisfaction is significant.

3. The direct influence of the Organizational Culture variable on the Job Satisfaction variable has a path coefficient of 2.667 (positive), so an increase in the value of the Organizational Culture variable will be followed by an increase in the Job Satisfaction variable. The influence of the Organizational Culture variable on the Job Satisfaction variable has a P-Value of 0.008 <0.05, so it can be stated that the influence of Organizational Culture on Job Satisfaction is significant.

4. The direct influence of the Job Satisfaction variable on the Organizational Commitment variable has a path coefficient of 9.938 (positive), so an increase in the value of the Job Satisfaction variable will be followed by an increase in the Organizational Commitment variable. This means that the better the employee's job satisfaction, the better the employee's organizational commitment. The influence of the Job Satisfaction variable on Organizational Commitment has a P-Value of 0.000 <0.05, so it can be stated that the influence of Job Satisfaction on Organizational Commitment is significant.

5. The direct influence of the Work Discipline variable on the Organizational Commitment variable has a path coefficient of 0.385 (positive), so an increase in the value of the Work Discipline variable will be followed by an increase in the Organizational Commitment variable. The influence of the Work Discipline variable on the Organizational Commitment variable has a P-Value of 0.701 > 0.05, so it can be stated that the influence of Work Discipline on the Organizational Commitment variable is not significant.

6. The direct influence of the Organizational Climate variable on the Organizational Commitment variable has a path coefficient of 2.597 (positive), so an increase in the value of the Organizational Climate variable will be followed by an increase in the Organizational Commitment variable. The influence of the Organizational Climate variable on Organizational Commitment has a P-Value of 0.010 < 0.05, so it can be stated that the influence of Organizational Climate on Organizational Commitment is significant.

7. The direct influence of the Organizational Culture variable on the Organizational Commitment variable has a path coefficient of 2.771 (positive), so an increase in the value of

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the Organizational Culture variable will be followed by an increase in the Organizational Commitment variable. The influence of the Organizational Culture variable on the Organizational Commitment variable has a P-Value of 0.06 <0.05, so it can be stated that the influence of Organizational Culture on the Organizational Commitment variable is significant.

b. Testing the Indirect Effect Hypothesis

Indirect influence hypothesis testing aims to prove hypotheses about the influence of a variable on other variables indirectly (through intermediaries). If the indirect influence coefficient value > direct influence coefficient, then the intervening variable is mediating the relationship between one variable and another variable. On the other hand, if the indirect influence coefficient value is <direct influence coefficient, then the intervening variable does not mediate the relationship between one variable and another variable.

Table 8. Indirect Influence Hypothesis

Variable	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
X1 -> Z -> Y	0.102	0.119	0.124	0.823	0.411
X2 -> Z -> Y	0.288	0.274	0.107	2,687	0.007
X3 -> Z -> Y	0.301	0.300	0.103	2,918	0.004

Source: Data Processing (2023)

1. Based on the table above, it shows that to test the indirect influence between work discipline on commitment which is intervened by job satisfaction, a statistical t value of 0.823 and a p value of 0.441 were obtained. Because the t-statistic value is < 1.66 (t table is significant 5%), and the p-value is > 0.05 and the coefficient shows a positive direction, namely 0.102, meaning that job satisfaction intervenes positively but is not significant between work discipline and organizational commitment.

2. Furthermore, to test the indirect influence between organizational climate on organizational commitment which is intervened by job satisfaction, a statistical t value of 2.687 and a p value of 0.007 were obtained. Because the t-statistic value is > 1.66 (t table is significant 5%), and the p-value < 0.05 and the coefficient shows a positive direction, namely 0.288, meaning that job satisfaction intervenes positively and significantly between motivation and performance.

3. Then, to test the indirect influence of organizational culture on organizational commitment which is intervened by job satisfaction, we obtained a statistical t value of 2.918 and a p value of 0.004. Because the t-statistic value is > 1.66 (t table is significant 5%), and the p-value < 0.05 and the coefficient shows a positive direction, namely 0.301, meaning that job satisfaction intervenes positively and significantly between organizational culture and organizational commitment.

c. Coefficient of Determination (R Square)

The Coefficient of Determination (R Square) aims to evaluate the accuracy of predictions for a variable. In other words, to evaluate how variations in the value of the dependent variable are influenced by variations in the value of the independent variable in a path model.

Table 9. Coefficient of Determination

Variable	R Square	Adjusted R Square
Job satisfaction	0.880	0.875
Organizational Commitment	0.935	0.933

Source: Data Processing (2023)

In the table above, the results show that the influence of X1, X2 and X3 on Z is 0.875, meaning that the magnitude of the influence of X1, Then, the influence of X1, X2, X3 and Z on Y is 0.933, meaning that the influence of X1,

Discussion
a. The Influence of Work Discipline on Job Satisfaction
The results of hypothesis testing in this research show that Work Discipline has a significant and influential effect on job satisfaction at the Batam City BPJS Employment Office. Work discipline at BPJS Employment Batam City contributes to employee job satisfaction.

b. The Influence of Organizational Climate on Job Satisfaction
The results of hypothesis testing in this research show that organizational climate has a significant and influential effect on job satisfaction at the Batam City BPJS Employment Office. The organizational climate is good so that employees consider this to be one of the factors that influence their job satisfaction.

c. The Influence of Organizational Culture on Job Satisfaction
The results of hypothesis testing in this research show that Organizational Culture has a significant and influential effect on job satisfaction at the Batam City BPJS Employment Office. Organizational culture is considered important by employees as a variable that determines job satisfaction in the BPJS Employment environment. Organizational culture is believed to be one of the factors that determines the success of organizational performance. The success of an organization in implementing aspects or values of its organizational culture can encourage the organization to grow and develop sustainably.

d. The Influence of Job Satisfaction on Organizational Commitment
The results of hypothesis testing in this study show that Job Satisfaction has a significant and influential effect on Organizational Commitment at the Batam City BPJS Employment Office. Job satisfaction is considered to be a determinant of whether or not an employee stays in the organization for the long term.

e. The Influence of Work Discipline on Organizational Commitment
The results of hypothesis testing in this study show that work discipline has a positive but not significant effect on organizational commitment at the BPJS Employment Office in Batam City.

f. The Influence of Organizational Climate on Organizational Commitment
The results of hypothesis testing in this study show that Organizational Climate has a significant and influential effect on Organizational Commitment at the Batam City BPJS Employment Office. A good organizational climate contributes positively to creating a conducive work environment at the Batam City BPJS Employment office so that harmonious relationships and cooperation are created between all individuals or human resources within the organization.

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g. The Influence of Organizational Culture on Organizational Commitment

The results of hypothesis testing in this research show that Organizational Culture has a significant and influential effect on Organizational Commitment at the Batam City BPJS Employment Office. The value system in the BPJS Employment organizational culture, namely Iman-ETHIKA, is considered to be a positive reference for human behavior in an organization that is oriented towards achieving specified goals or performance results.

h. The Influence of Work Discipline on Organizational Commitment Through Job Satisfaction

The results of hypothesis testing in this research are that work discipline has a positive but not significant effect on job satisfaction on organizational commitment at the BPJS Employment office in Batam City. This means that employees will have high job satisfaction if they have high work discipline, but this does not have a significant effect on organizational commitment.

i. The Influence of Organizational Climate on Organizational Commitment Through Job Satisfaction

The results of hypothesis testing in this research are that organizational climate has a positive and significant effect through job satisfaction on organizational commitment at the BPJS Employment office in Batam City. This means that employees will have high job satisfaction if they consider the organizational climate to be good and of course this has an influence on organizational commitment.

j. The Influence of Organizational Culture on Organizational Commitment Through Job Satisfaction

The results of hypothesis testing in this research are that organizational culture has a positive and significant effect through job satisfaction on organizational commitment at the BPJS Employment office in Batam City. This means that employees will have high job satisfaction if they think well and properly implement the organizational culture values that have been established and of course this has an influence on organizational commitment.

4. CONCLUSION

Based on the findings of data analysis in discussion and hypothesis testing, it can be concluded as follows:

1. The direct influence of the Work Discipline variable on the Job Satisfaction variable has a path coefficient of 3.096 (positive), so an increase in the value of the Work Discipline variable will be followed by an increase in the Job Satisfaction variable. The influence of the Work Discipline variable on Job Satisfaction has a P-Value of $0.002 < 0.05$, so it can be stated that the influence of Work Discipline on Job Satisfaction is significant. This means that hypothesis 1 (H1) is accepted.

2. The direct influence of the Organizational Climate variable on the Job Satisfaction variable has a path coefficient of 2.048 (positive), so an increase in the value of the Organizational Climate variable will be followed by an increase in the Job Satisfaction variable. The influence of the Organizational Climate variable on Job Satisfaction has a P-Value of $0.041 > 0.05$, so it can be stated that the influence of Organizational Climate on Job Satisfaction is not significant. This means that hypothesis 2 (H2) is accepted.

3. The direct influence of the Organizational Culture variable on the Job Satisfaction variable has a path coefficient of 2.667 (positive), so an increase in the value of the Organizational Culture variable will be followed by an increase in the Job Satisfaction variable. The influence of the Organizational Culture variable on the Job Satisfaction variable has a P-

Value of 0.008 <0.05, so it can be stated that the influence of Organizational Culture on Job Satisfaction is significant. This means that hypothesis 3 (H3) is accepted.

4. The direct influence of the Job Satisfaction variable on the Organizational Commitment variable has a path coefficient of 9.938 (positive), so an increase in the value of the Job Satisfaction variable will be followed by an increase in the Organizational Commitment variable. The influence of the Job Satisfaction variable on Organizational Commitment has a P-Value of 0.000 <0.05, so it can be stated that the influence of Job Satisfaction on Organizational Commitment is significant. This means that hypothesis 4 (H4) is accepted.

5. The direct influence of the Work Discipline variable on the Organizational Commitment variable has a path coefficient of 0.385 (positive), so an increase in the value of the Work Discipline variable will be followed by an increase in the Organizational Commitment variable. The influence of the Work Discipline variable on the Organizational Commitment variable has a P-Value of 0.701 > 0.05, so it can be stated that the influence of Work Discipline on the Organizational Commitment variable is not significant. This means that hypothesis 5 (H5) is rejected.

6. The direct influence of the Organizational Climate variable on the Organizational Commitment variable has a path coefficient of 2,597 (positive), so an increase in the value of the Organizational Climate variable will be followed by an increase in the Organizational Commitment variable. The influence of the Organizational Climate variable on Organizational Commitment has a P-Value of 0.010 < 0.05, so it can be stated that the influence of Organizational Climate on Organizational Commitment is significant. This means that hypothesis 6 (H6) is accepted.

7. The direct influence of the Organizational Culture variable on the Organizational Commitment variable has a path coefficient of 2.771 (positive), obtained a statistical t value of 0.823 and a p value of 0.441. Because the t-statistic value is < 1.66 (t table is significant 5%), and the p-value is > 0.05 and the coefficient shows a positive direction, namely 0.102, meaning that job satisfaction intervenes positively but is not significant between work discipline and organizational commitment, the variable value increases. Organizational Culture will be followed by an increase in the Organizational Commitment variable. The influence of the Organizational Culture variable on the Organizational Commitment variable has a P-Value of 0.06 <0.05, so it can be stated that the influence of Organizational Culture on the Organizational Commitment variable is significant. This means that hypothesis 7 (H7) is accepted.

8. The indirect effect of the Work Discipline variable on Organizational Commitment through Job Satisfaction was obtained by a statistical t value of 0.823 and a p value of 0.441. Because the t-statistic value is < 1.66 (t table is significant 5%), and the p-value is > 0.05 and the coefficient shows a positive direction, namely 0.102, meaning that job satisfaction intervenes positively but is not significant between work discipline and organizational commitment. This means that hypothesis 8 (H8) is rejected.

9. The indirect effect of the Organizational Climate variable on Organizational Commitment was obtained with a statistical t value of 2.687 and a p value of 0.007. Because the t-statistic value is > 1.66 (t table is significant 5%), and the p-value < 0.05 and the coefficient shows a positive direction, namely 0.288, meaning that job satisfaction intervenes positively and significantly between motivation and performance. This means that hypothesis 9 (H9) is accepted.

10. The indirect effect of the Organizational Culture variable on Organizational Commitment was obtained by a statistical t value of 2.918 and a p value of 0.004. Because the t-statistic value is > 1.66 (t table is significant 5%), and the p-value < 0.05 and the coefficient shows a positive direction, namely 0.301, meaning that job satisfaction intervenes positively and significantly between organizational culture and organizational commitment. This means that hypothesis 10 (H10) is accepted.

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