

## DETERMINATION OF WORK CULTURE, WORKLOAD, AND WORK ETHOS WITH JOB SATISFACTION AS AN INTERVENING VARIABLE ON WORK EFFECTIVENESS AT THE REGIONAL SECRETARIAT OF PROVINCE KEPULAUAN RIAU

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### Abstract

*The purpose of this study was to determine and analyze the effect of work culture, workload, and work ethic on work effectiveness and job satisfaction as an intervening variable. The method used in this study is a causal model survey method, data collection using a questionnaire and distributed to 217 respondents. Statistical data analysis using SEM-PLS (Structural Equation Modeling - Partial Least Square) and using path analysis to test the pattern of relationships that reveal the influence of variables on other variables, both direct and indirect effects with the help of Smart PLS Ver.3.0 software. Results in the study this shows that work culture has a direct positive and insignificant effect on job satisfaction with a P-value of  $0.425 > 0.05$ .*

**Keywords:** *Work Culture, Workload, Work Ethic, Job Satisfaction, Work Effectiveness.*

## 1. INTRODUCTION

The current governance paradigm has brought about many changes in various sectors, including the governance of the State Civil Apparatus. This paradigm leads to the realization of good governance which implies the need for bureaucratic reform including the arrangement of the State Civil Apparatus which encourages employee professionalism. One of the elements of governance that is of concern in efforts to realize bureaucratic reform is the arrangement of the government apparatus which includes the arrangement of government bureaucratic institutions, systems, and the arrangement of human resource management (PNS). In line with Law no. 32 of 2004 concerning Regional Government which gives authority to regions to be able to regulate and manage their own government affairs, each regional government is given authority in managing regional civil servants (including civil servants). Furthermore, Law Number 5 of 2014 concerning the State Civil Apparatus also more specifically regulates the management of the State Civil Apparatus as part of bureaucratic reform.

The effectiveness of APBD implementation can be reflected in the level of Regional Revenue Growth and Regional Expenditure Growth. The data on Regional Income and Expenditure Growth for the Riau Archipelago Province for 2016–2020 shows that the Riau Islands Province continues to experience ups and downs in several types of Expenditure and Income. This data can be an indication that the management of the APBD is still not as effective as expected where this situation can also be an indication that civil servants are less effective in carrying out the work which is their main task and function.

According to Mangkunegara (2005) work culture is a set of assumptions or a system of beliefs, values and norms developed within an organization that can be used as a basis for the

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behavior of members, to overcome problems of external adaptation and internal integration. Work culture is a habit that is carried out repeatedly by employees in an organization. Violation of this habit does not have strict sanctions, but from the moral behavior of the organization it has been agreed that this habit is a habit that must be obeyed in the context of carrying out work to achieve goals (Adha, et al. 2019: 54).

Putra & Prihatsanti (2016) said that workload is a situation when workers are faced with tasks that must be completed on time. Workload is also the amount or volume of work assigned and must be completed by a person or organization in accordance with the main tasks and functions for which they are responsible within a certain period of time where this workload is heavily influenced by external factors (tasks, work organization and work environment) and Internal factors (somatic and psychological).

According to Moeheriono (2014: 35) work ethic is work enthusiasm or work appetite that shows enthusiasm for collaboration, debate, and achievement, so that it can actually reap real results and contribute to the progress of the organization and the nation. An employee who is very enthusiastic at work, he thinks that he can raise the spirits of his team, superiors and even his friends.

In general, the definition of job satisfaction includes the affective feelings of employees towards their work. This can be in the form of a person's feelings of satisfaction/dissatisfaction with his work in general or feelings of satisfaction/dissatisfaction with specific aspects of his work, including in terms of salary, colleagues, or the physical environment of the workplace (Suyatno, et al 2020:58) . According to Ravianto (2014: 11), the notion of work effectiveness is how well the work is done, the extent to which people produce output as expected. That is, if a job can be completed in accordance with the plan, both in terms of time, cost, and quality, then it can be said to be effective.

**2. IMPLEMENTATION METHOD**

This research method uses a causal model survey method using path analysis techniques. Where this study aims to obtain information and confirmation from a theoretical model of empirical data. This study seeks to test the hypothesis used where this study will take samples from a population and use a questionnaire as a data collection instrument.

**3. RESULTS AND DISCUSSION**

Internal consistency analysis is a form of reliability used to assess the consistency of results across items on the same test. Sarwono and Nawawi (2015: 18) state that a latent variable can be said to have good reliability if the composite reliability value is greater than 0.7 and the Cronbach's alpha value is greater than 0.700.

**Table 1** Internal Consistency Analysis

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
X1	0.918	0.918	0.938	0.753
X2	0.884	0.885	0.915	0.684
X3	0.917	0.917	0.938	0.750
Y	0.844	0.849	0.889	0.616
Z	0.878	0.879	0.911	0.672

Source: Data Processing (2022)



Based on the internal consistency analysis data in the table above, the following results are obtained:

1. The X1 variable has a composite reliability value of  $0.938 > 0.700$  and a Cronbach alpha value of  $0.918 > 0.700$ , so the X1 variable is reliable.
2. Variable X2 has a composite reliability value of  $0.915 > 0.700$  and a Cronbach alpha value of  $0.884 > 0.700$ , so variable X2 is reliable.
3. Variable X3 has a composite reliability value of  $0.938 > 0.700$  and a Cronbach alpha value of  $0.917 > 0.700$ , so variable X3 is reliable.
4. The Y variable has a composite reliability value of  $0.889 > 0.700$  and a Cronbach alpha value of  $0.844 > 0.700$ , so the Y variable is reliable.
5. Variable Z has a composite reliability value of  $0.911 > 0.700$  and a Cronbach alpha value of  $0.878 > 0.700$ , so variable Z is reliable.

From the results above, it can be concluded that all variables meet the internal consistency criteria and can be stated and are reliable.

Convergent validity is used to see the extent to which a measurement is positively correlated with alternative measures of the same construct. To see whether an indicator of a construct variable is valid or not, it can be seen from its outer loading value. If the outer loading value is greater than (0.7) then an indicator is valid. (Hair, Hult, Ringle, & Sarstedt, 2014).

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**Table 2** Convergent Validity

	X1	X2	X3	Y	Z
X1.1	0.851				
X1.2	0.888				
X1.3	0.874				
X1.4	0.906				
X1.5	0.816				
X2.1		0.795			
X2.2		0.872			
X2.3		0.834			
X2.4		0.820			
X2.5		0.812			
X3.1			0.857		
X3.2			0.898		
X3.3			0.879		
X3.4			0.871		
X3.5			0.823		
Y. 1				0.774	
Y.2				0.829	
Y.3				0.776	
Y.4				0.779	
Y.5				0.743	
Z. 1					0.825
Z. 2					0.826
Z. 3					0.792
Z. 4					0.816
Z. 5					0.851

Source: Data Processing (2022)

Based on the table above, it can be seen that the outer loading values for variables X1, X2, X3, Y, and Z where the values of all question items on the 5 variables tested are greater than 0.7. From the results of these measurements, it can be stated that all indicators on 5 variables meet the criteria in measuring convergent validity and can be declared valid.

Discriminant validity aims to assess whether an indicator of a construct variable is valid or not, namely by looking at the value of Heterotrait - Monotrait Ratio Of Correlation (HTMT) <0.90, then the variable has good discriminant validity (valid) (Hair, Hult, Ringle, & Sarstedt, 2014).

**Table 3** Discriminant Validity

Variable	X1	X2	X3	Y	Z
X1					
X2	0.724				
X3	0.823	0.773			
Y	0.614	0.751	0.692		
Z	0.776	0.798	0.820	0.832	

Source: Data Processing (2022)

Based on the table above, the results of the correlation of the X1 and X2 variables were 0.724, the correlation of the X1 and X3 variables was 0.823, the correlation of the X1 and Y variables was 0.614, the correlation of the X1 and Z variables was 0.776. All variables have a correlation value  $<0.900$ , thus the correlation value of all variables is stated to be valid. Based on Table 4.3, the results of the correlation of the variable X3 and X2 are 0.773, the correlation between the Y variable and X2 customers is 0.751, the correlation between the variable Z and X2 customers is 0.798. All variables have a correlation value  $<0.900$ , thus the correlation value of all variables is stated to be valid. It can also be seen from the table above that the results also show the correlation of the Y variable with X3 of 0.692, the correlation of the Z variable with X3 of 0.820, all variables have a correlation value of  $<0.900$ . thus the correlation value of all variables is declared valid. Finally, from the table above, the result is that the correlation of the variable Z with Y is 0.832. All variables have a correlation value of  $<0.900$ , thus the correlation value of all variables is declared valid.

Collinearity testing to prove whether the correlation between latent/construct variables is strong or not. If there is a strong correlation, it means that the model has problems from a methodological point of view, because it has an impact on the estimated statistical significance. This problem is called collinearity (collinearity). The value used to analyze it is by looking at the Variance Inflation Factor (VIF) value. (Hair, Hult, Ringle, & Sarstedt, 2014; Garson, 2016). If the VIF value is greater than 5.00, it means that there is a collinearity problem, and conversely there is no collinearity problem if the VIF value  $< 5.00$  (Hair, Hult, Ringle, & Sarstedt, 2014).

**Table 4** Collinearity

Variable	X1	X2	X3	Y	Z
X1				2,500	2,509
X2				2085	2,424
X3				2,779	2,918
Y					1914
Z					

Source: Data Processing (2022)

From the data in Table 4 above it can be described as follows:

1. VIF for the correlation X1 with Y is  $2.500 < 5.00$  (no collinearity problem).
2. VIF for the correlation of X2 with Y is  $2.085 < 5.00$  (no collinearity problem).
3. VIF for the correlation of X3 with Y customers is  $2.779 < 5.00$  (no collinearity problem).
4. VIF for correlation X1 with Z Customers  $2.509 < 5.00$  (no collinearity problem).
5. VIF for the correlation of X2 with Z Customers  $2.424 < 5.00$  (no collinearity problem).
6. VIF for correlation X3 with Z Customers  $2,918 < 5.00$  (no collinearity problem).
7. VIF for the correlation Y with Z is  $1.914 < 5.00$  (no collinearity problem).

Thus, from the processing of the data as above, it can be concluded that the structural model in this study does not contain collinearity problems

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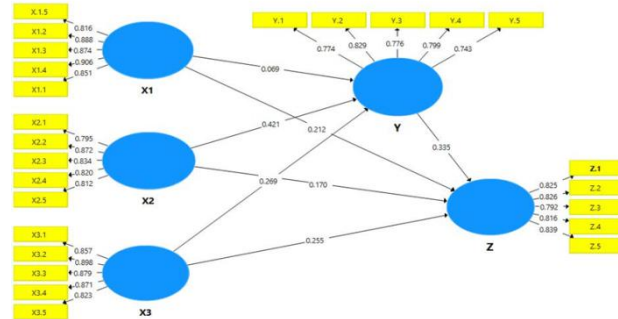


Image 1 Hypothesis test

Testing the direct effect hypothesis aims to prove the hypotheses of the effect 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 the other 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 H0 is accepted/failed to be rejected (the effect of a variable on other variables is significant). If the probability value (P-Value) > Alpha (0.05) then H0 is rejected (the effect of a variable on other variables is not significant).

**Table 5** The Statistical Hypothesis of Direct Effects

	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X1 -> Y	0.069	0.070	0.086	0.799	<b>0.425</b>
X1 -> Z	0.212	0.210	0.077	2,770	<b>0.006</b>
X2 -> Y	0.421	0.424	0.081	5,162	<b>0.000</b>
X2 -> Z	0.170	0.167	0.078	2,170	<b>0.030</b>
X3 -> Y	0.269	0.264	0.084	3,223	<b>0.001</b>
X3 -> Z	0.255	0.257	0.088	2,906	<b>0.004</b>
Y->Z	0.335	0.337	0.066	5,059	<b>0.000</b>

Source: Data Processing (2022)

1. The direct effect of variable X1 on variable Y has a path coefficient of 0.799 (positive), so an increase in the value of variable X1 will be followed by an increase in variable Y. The effect of variable X1 on Y has a P-Values of 0.425 > 0.05, so it can be stated that the effect between X1 to Y is positive and not significant.
2. The direct effect of variable X2 on variable Y has a path coefficient of 5,162(positive), then an increase in the value of variable X2 will be followed by an increase in variable Y. The effect of variable X2 on Y has a P-Values of 0.000<0.05, so it can be stated that the effect of X2 on Y is positive and significant.
3. The direct effect of variable X3 on variable Y has a path coefficient of 3,223(positive), then an increase in the value of variable X3 will be followed by an increase in variable Y. The effect of variable X3 on Y has a P-Values of 0.001<0.05, so it can be stated that the effect of X3 on Y is positive and significant.
4. The direct effect of variable X1 on variable Z has a path coefficient of 2.770 (positive), so an increase in the value of variable X1 will be followed by an increase in variable Z. The

effect of variable X1 on Z has a P-Values of  $0.006 < 0.05$ , so it can be stated that the effect between X1 to Z is positive and significant.

5. The direct effect of variable X2 on variable Z has a path coefficient of 2,170(positive), then an increase in the value of variable X2 will be followed by an increase in variable Z. The effect of variable X2 on Z has a P-Values of  $0.030 < 0.05$ , so it can be stated that the effect of X2 on Z is positive and significant.
6. The direct effect of variable X3 on variable Z has a path coefficient of 2,906(positive), then an increase in the value of variable X3 will be followed by an increase in variable Z. The effect of variable X3 on Z has a P-Values of  $0.004 < 0.05$ , so it can be stated that the effect of X3 on Z is positive and significant.
7. The direct effect of variable Y on variable Z has a path coefficient of 5,059(positive), then an increase in the value of the Y variable will be followed by an increase in the Z variable. The effect of the Y variable on Z has a P-Values of  $0.000 < 0.05$ , so it can be stated that the influence of Y on Z is positive and significant.

Testing the indirect effect hypothesis aims to prove the hypotheses of the effect of a variable on other variables indirectly (through an intermediary). If the value of the coefficient of indirect influence  $>$  the coefficient of direct influence, then the intervening variable mediates the relationship between one variable and another. Conversely, if the value of the coefficient of indirect influence  $<$  the coefficient of direct influence, then the intervening variable is not mediating the relationship between one variable and another variable.

**Table 6** The No Effect Hypothesis Live

Variable	Original Sample	Sample Average	Standard Deviation	T Statistics	P Values
X1 -> Y -> Z	0.023	0.022	0.029	0.791	<b>0.429</b>
X2 -> Y -> Z	0.141	0.142	0.039	3,614	<b>0.000</b>
X3 -> Y -> Z	0.090	0.090	0.036	2,477	<b>0.013</b>

Source: Data Processing (2022)

1. The indirect effect of variable X1 on Z through Y as the intervening variable has a path coefficient of 0.791 (positive). The effect of variable X1 on variable Z which is mediated (intervening) by variable Y has a P-value of  $0.429 > 0.050$ , so it can be concluded that the influence between variable X1 on variable Z through Y as the intervening variable is positive and not significant.
2. Furthermore, the value of the indirect effect of variable X2 on Z Through Y is 3.614 (positive). The effect of variable X2 on variable Z which is mediated (intervening) by variable Y has a P-value of  $0.000 < 0.050$ , so it can be stated that the influence between variable X2 on variable Z through Y as the intervening variable is positive and significant.
3. Then, the value of the indirect effect of variable X3 on Z Through Y is 2.477 (positive). The effect of variable X2 on variable Z which is mediated (intervening) by variable Y has a P-value of  $0.013 < 0.050$ , so it can be stated that the influence between variable X3 on variable Z through Y as the intervening variable is positive and significant.

The coefficient of determination (R Square) aims to evaluate the accuracy of the prediction of a variable. In other words, to evaluate how the variation in the value of the dependent variable is affected by the variation in the value of the independent variable in a path model.

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**Table 7** Coefficient of Determination

Variable	R-Square	Adjusted R-Square
Y	0.477	0.470
Z	0697	0691

Source: Data Processing (2022)

In the table above, it is obtained that the simultaneous effect of X1, X2 and X3 on Y is 0.477 with an adjusted r adjusted square value of 0.470. So, it can be explained that all exogenous constructs (X1, X2, and X3) simultaneously affect Y by 47%, while the remaining 53% are influenced by other variables not examined in this study. from this r-square value it can also be concluded that the effect of all exogenous constructs X1, X2, and X3 on Y is in the Weak category (Sarstedt et al. 2017).The simultaneous effect of X1, X2, X3, and Y on Z is 0.691 with an adjusted r squared value of 0.691. Thus, it can be explained that all exogenous constructs (X1, X2, X3, and Y) simultaneously affect Z by 0.691, meaning that the magnitude of the influence of X1, X2, X3, and Y on Z is 69.1%, while the remaining is 30.9 % is influenced by other variables not examined in this study. Then the effect of all exogenous constructs X1, X2, X3, and Y on Z is in the Moderate category (Sarstedt et al., 2017).

#### 4. CONCLUSION

From the results of data analysis in the discussion and hypothesis testing, it can be concluded as follows:

1. The direct effect of the Work Culture variable (X1) on the Satisfaction variable Work(Y) shows a path coefficient of 0.799 (positive) and a P-Value of 0.425 > 0.05 (not significant positive).
2. The direct effect of the Workload variable (X2) on the Job Satisfaction variable (Y) shows a path coefficient of 5.162 (positive) and a P-Value of 0.000 <0.05 (significantly positive).
3. The direct effect of the Work Ethics variable (X3) on the Job Satisfaction variable (Y) shows a path coefficient of 3.223 (positive) and a P-Value of 0.001 <0.05 (significantly positive).
4. The direct effect of the Work Culture variable (X1) on the Work Effectiveness variable (Z) shows a path coefficient of 0.212 (positive) and a P-Value of 0.006 <0.05 (significantly positive).
5. The direct effect of the Workload variable (X2) on the Work Effectiveness variable (Z) shows a path coefficient of 2.170 (positive) and a P-Value of 0.030 <0.05 (significantly positive).
6. The direct effect of the Work Ethics variable (X3) on the Work Effectiveness variable (Z) shows a path coefficient of 2.906 (positive) and a P-Value of 0.004 <0.05 (significantly positive).
7. The direct effect of the Job Satisfaction variable (Y) on the Work Effectiveness variable (Z) shows a path coefficient of 5.059 (positive) and a P-Value of 0.000 <0.05 (significantly positive).
8. The indirect effect of the Work Culture variable (X1) on the Work Effectiveness variable (Z) through the Job Satisfaction variable (Y) shows a path coefficient of 0.808 (positive) and a P-Value of 0.419 > 0.05 (positive not significant).
9. The indirect effect of the Workload variable (X2) on the Work Effectiveness variable (Z) through the Job Satisfaction variable (Y) shows a path coefficient of 3.675 (positive) and a P-Value of 0.000 <0.05 (significant positive).
10. The indirect effect of the Work Ethics variable (X3) on the Work Effectiveness variable (Z) through the Job Satisfaction variable (Y) shows a path coefficient of 2.516 (positive) and a P-Value of 0.012 <0.05 (significant positive).



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