AN EXAMINATION OF MEDIATING EFFECT OF JOB SATISFACTION IN THE RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE AND ORGANIZATIONAL COMMITMENT
(CASE OF LOCAL GOVERMENT EMPLOYEES IN SOLOK REGENCY)

THESIS

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Shalawat and prayer to our role models, the most Sholeh man of the world who have ever lived on this earth, the Prophet Muhammad SAW also to all the families, friends and his followers that InsyaAllah we included in it if we are always istiqomah establish Islam as rahmatanlil'alamin.

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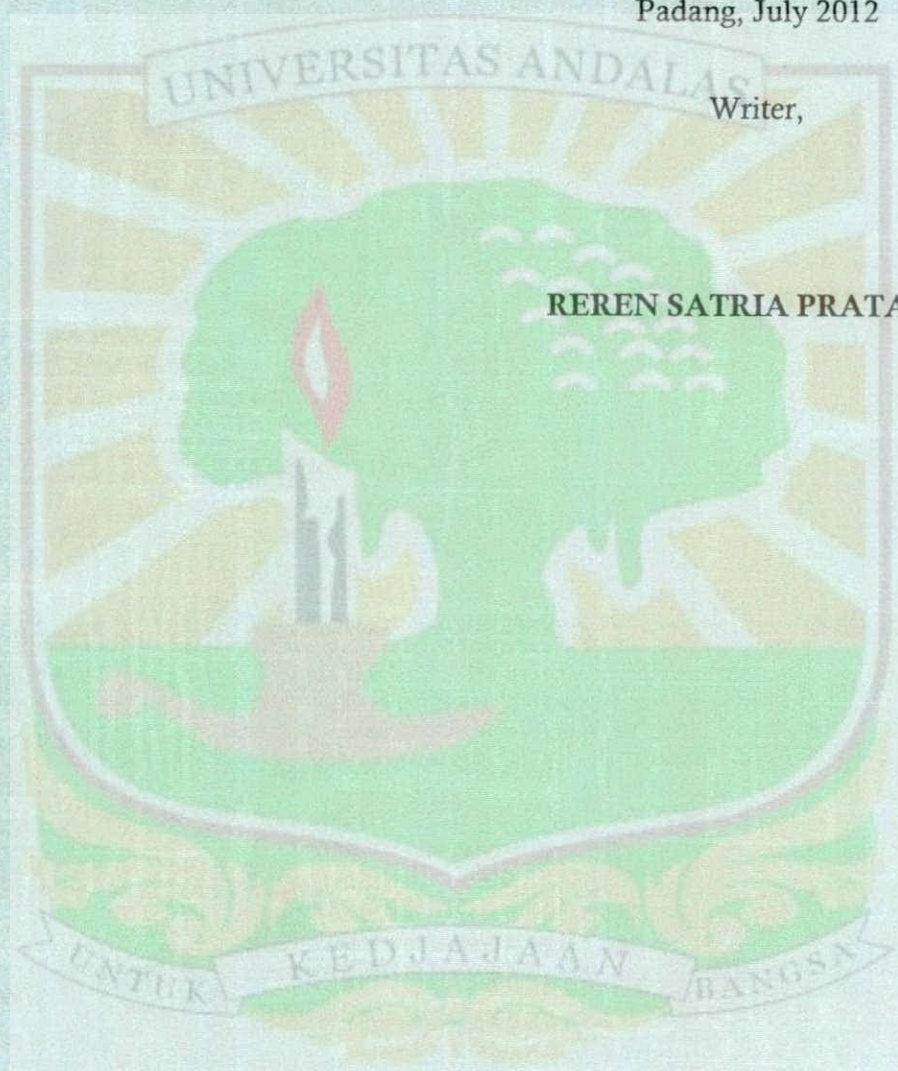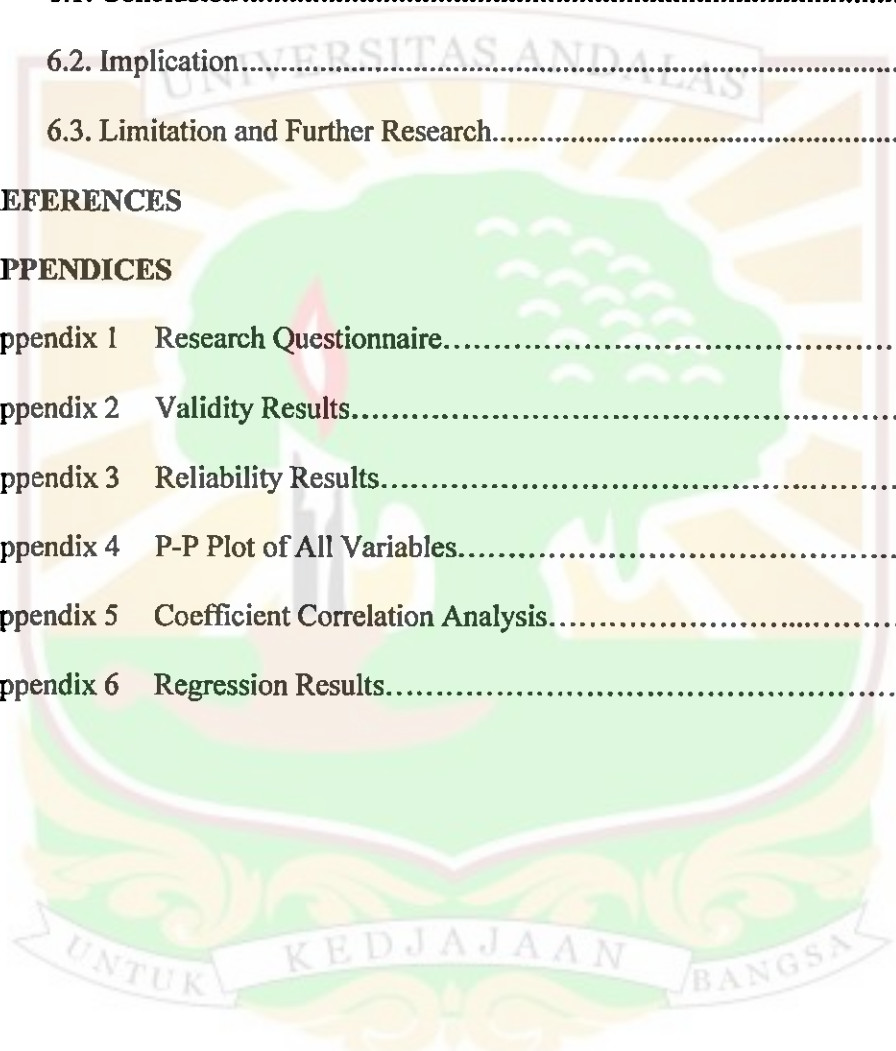
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CHAPTER I

INTRODUCTION

1.1 Background to the research

Organizations are social systems where human resources are the most important factors for effectiveness and efficiency. Organizations need effective managers and employees to achieve their objectives. Organizations cannot succeed without their personnel efforts and commitment. In order to success in the competitive age, it needs willingness and participation from all people in organization as the agents of change. The issues of commitment are particularly important for all organization. For a few decades, so many researches have been conducted in order to find how to increase the level of commitment in an organization.

Organizational commitment in public sector organization is one of most important part in determining the performance of the employee. In Indonesia, the existences of public sector organization have an important role in the development of society. It is crucial to investigate the factors that can increase the level of performance. However, the researches that conducted in public sector organizations are relatively rare in Indonesia. Of course this is very contradictory if compared to their important roles in the development of society.

Organizational commitment has been related to valuable outcomes for an organization. Commitment is directly affect the performance of organization member. Greater commitment can result in greater feeling of belonging toward the organization, greater security, efficacy, greater career advancement, and greater performance for individual. As an employee have the feeling of belonging toward their organization, their performance will automatically increased since it obvious that they will work their hardest to ensure the continuance of their organization.

Many authors have defined and measure the variable of organizational commitment differently. Meyer and Allens (1991) in Azeem (2011) defines organizational commitment as a psychological state that characterizes the employee's relationship with the organization with its implications for the decision to continue membership in the organization. Mowday et al. (1979) as cited from Azeem (2011) defined organizational commitment as a strong belief in an organization's goals, and values, a willingness to exert considerable effort on behalf of an organization and a strong desire to remain a member of the organization.

Allen and Meyer (1991) in Lok and Crawford (2001) proposed that there are three component of organizational commitment. There are affective commitment, continuance commitment and normative commitment.

Affective commitment refers to the employee's emotional attachment toward organization, identification with organization and involvement in organization. Continuance commitment refers to the

commitment based on the cost they will lose if they leave the organization. Normative commitment refers to the feeling of obligation to remain in the organization.

Because of the importance of the organizational commitment, many researches have been conducted in order to examine about the factors that determines the level of employee commitment in organization. One among many possible antecedents which lately attract the attention of some researcher is organizational culture. Organizational culture includes the factor such as norm, beliefs, tradition, ideology, technology and knowledge is an essential factor that influences the behavior of an organization and its member.

Organizational culture as defined by Robbins (2003) is a common perception held by the organization's members, it is a system of shared meaning. Organizational culture has been identified as an important aspect of organizational behavior. This concept is proven useful in helping to understand how organization works. In addition, culture helps to determine how well a person fit in an organization condition.

Other variable that proven have the relationship with organizational culture and organizational commitment is job satisfaction. According to Robbins (2003), job satisfaction is an individual's general attitude toward his or her job. Jobs require interaction with the co-workers and bosses, following organization rules, meeting performance standards, living with working conditions that are often less than ideal. This means that an employee's assessment of how satisfied or dissatisfied he or she is

with his job is a complex summation of a number of discrete job elements (Robbins, 2003).

A number of researches have discovered that job satisfaction is an important element in determining the commitment of organization members. Job satisfaction plays an important role in understanding the various other variables on commitment. Lok and Crawford (2001) have proven that job satisfaction is mediating the relationship between organizational commitment and its various antecedents such as leadership style and organizational culture.

Public sector, sometimes referred as state sector is a part of government that dealt with the needs of its citizen. Public service is means to ensure the welfare of the citizens of a country. Every government in the world has the responsibility to ensure the citizen of its country have a good and prosperous life. Therefore, the employees of the public service or in other word the civil servant (PNS) have responsibility to provide good quality and professional service to the citizens. However, the civil servant is expected to have a high level of organizational commitment in order to ensure they do their job as it should be.

The current research is focused on the permanent employee of public sector organization at local government Solok regency. This research is only targeted the permanent, not honorary, civil servant. The research will conducted on 12 department of public sector organization in Solok regency.

1.2 Problem Statement

From the descriptions that have been raised on the problem backgrounds above, there are some several issues that can be identified in this study:

1. How does organizational culture affect the organizational commitment in public sector organization?
2. How does organizational culture affect the job satisfaction in public sector organization?
3. How does job satisfaction affect the organizational commitment in public sector organization?
4. Do the job satisfactions have a mediating effect in the relationship between organizational culture and organizational commitment?

1.3 Objective to the Research

With reference to the research problem, this study seeks to achieve the following objectives:

1. To examining the relationship between organizational culture and organizational commitment in public sector organization.
2. To examining the relationship between organizational culture and job satisfaction in public sector organization.
3. To examining the relationship between job satisfaction and organizational commitment in public sector organization.

4. To test the mediating effect of job satisfaction in the relationship between organizational culture and organizational commitment in public sector organization.

1.4 Significance to the Research

The research is expected to become references of other researchers for next scientific research. This research also expected to discover the importance of organizational commitment in the public sector organization. Furthermore, the research result will strengthen theories related with organizational culture, job satisfaction and organizational commitment.

CHAPTER II

REVIEW OF LITERATURE

This chapter will explain about the concept of organizational culture, organizational commitment and job satisfaction. Furthermore, this chapter will explain about the theories and concepts related with the mediating effects of job satisfaction on the relationship between organizational culture and organizational commitment.

2.1 Organizational Culture Concepts

The idea of organization or corporate culture has been identified as an important aspect of organizational behavior and as a concept that is useful in helping to understand how organizations function. Organizational culture can be seen as something that the organization has and something that organization is. In other words, culture helps people to define the organization itself and its member.

2.1.1 Definition of Organization Culture

In the organizational behavior literature, a number of definitions of organizational culture have been proposed. Schein (1992) in Lok and Crawford (2001) defines the culture of a group or organization as A pattern of shared basic assumptions that was learned by a group as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to

new members as the correct way you perceive, think, and feel in relation to those problems. Later, Schein (1999) in Buth & Wetzel (2001) stated that culture is the sum total of all the shared, taken from granted assumption that a group has learned throughout its history. It is the residue of success.

Daft (2005) as cited from Yiing and Zaman (2009) explained that organizational culture is generally seen as a set of key values, assumptions, understandings, and norms that is shared by members of an organization and taught to new members as correct. Killman et al. (1985) in Lund (2003) state that organizational culture is the shared philosophies, ideologies, values, beliefs, assumption, expectation, attitudes and norms that fuse an organization together. Wallach (1983) defines organizational culture as the shared understanding of an organization employee about how to do things in an organization based on beliefs, values, and norms.

Robbins (2003) referred organizational culture as a system of shared meaning held by members of organization that distinguish one organization with another. Robbins also states that there are seven primary characteristic that capture the essence of an organization's culture.

1. *Innovation and Risk taking.* The degree to which employees are encouraged to be innovative and taking risk.

2. *Attention to detail.* The degree to which employees are expected to exhibit precision, analysis and attention to detail.

3. *Outcome orientation.* The degree to which focuses more to the outcome rather than the process to achieve the outcome itself.

4. *People orientation.* The degree to which management focuses on the outcome that affect the people in organization.

5. *Team orientation.* The degree to which employees prefer to work as a team rather than individual.

6. *Aggressiveness.* The degree to which the people are aggressive and competitive in the organization.

7. *Stability.* The degree to which organizational activities emphasize in maintaining the recent position than emphasize the growth of organization.

Each of this characteristic exists on one solid unit from low to high. This seven characteristic give a composite pictures of organization's culture. It becomes the basis for feeling of shared understanding that member have about organization, how thing are done in it, and the way member are supposed to behave in the organization.

Organizational culture is concerned with how the employee perceive about the characteristics of an organization, not with whether or not they like them. The organizational culture represents a common perception held by the organization's members. When we defined organizational culture as a system of shared meaning, then the individuals with different background or different level in organization will tend to describe the organizational culture in similar terms (Robbins, 2003).

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2.1.2 The function of Organization Culture

Culture has become a powerful way to hold a company together against a tidal wave of pressures for disintegration, such as decentralization, de-layering, and downsizing (Goffee and Jones, 1996). Culture is important to bolster a company's identity as one organization. Without culture, a company lacks values, direction and purpose.

Cultures perform a number of functions in an organization. Robbins (2003) described some function of culture in an organization such as:

1. Culture has a boundary-defining role in an organization. It creates distinction between one organization and other.

2. Culture conveys a sense of identity for organization member.

3. Culture facilitates the generation of employee commitment to organization rather than one's individual self-interest.

4. Culture enhances the stability of social system. It is the social glue that helps hold an organization together by providing an appropriate standard for what employees should say and do.

5. Culture serves as guide that controls the attitudes and behavior of employee in organization.

The role of culture in influencing employee behavior appears to be increased from day to day. As the organization has done various advancement in the way it work, the shared meaning of culture ensures everyone in the organization is still walk toward the same path and goals.

2.1.3 Organizational Culture Model

A number of researchers on organizational cultures have proposed different forms or types of cultures. Goffee and Jones (1996) identified two dimension and four form of organizational culture. The dimensions are solidarity and sociability. The four forms of organizational cultures are networked, mercenary, fragmented and communal culture. The figure 2.1 below explains their model of culture.

Figure 2.1 Goffee and Jones Model of Organization Culture
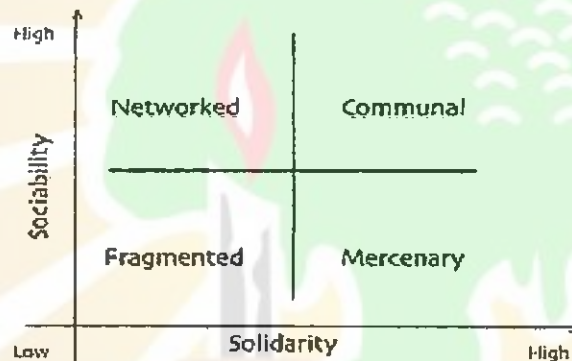
Source: Goffee and Jones (1996).What holds modern company together?

Briefly, *sociability* is a measure of sincere friendliness among members of a community. *Solidarity* is a measure of a community's ability to pursue shared objectives quickly and effectively, regardless of personal ties. When this two dimension is plotted each other, four type of culture will arisen. They are networked culture, communal culture, fragmented culture and mercenary culture.

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The networked culture represent that people in organization are friendly but work task are not particularly interdependent. The Communal culture represent that people are both friendly and interdependent. Fragmented cultures are neither friendly nor interdependent while mercenary culture is particularly friendly but have high level of interdependence.

Schein (1985) as cited from Parker and Bradley (2000) has argued that culture consist of three dimensional level; artifacts and creations, values, and basic assumption. *Artifact and creation* is the most visible level of culture. This is the observable level of culture, and consists of behavior patterns and outward manifestations of culture like the dress code, the physical layout of the workplace and the displayed behavior of the employee.

Figure 2.2. Schein's Model of Organization Culture

Three Levels of Culture (Schein)

Artifacts	Visual organizational structures and processes (hard to decipher)
Espoused Values	Strategies, goals, philosophies (espoused justifications)
Basic Underlying Assumptions	Unconscious, taken for granted beliefs, perceptions, thoughts and feelings (ultimate source of values and action)

www.valuebasedmanagement.net
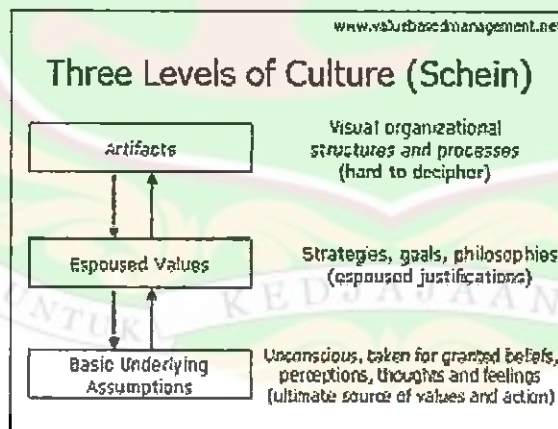
Source: www.valuebasedmanagement.net

The next level of this dimension is *values*. Values are those thoughts which influence the assumptions and behavior of employees. Hence they are tangible. Values underlie and to a large extent determine behavior, but they are not directly observable, as behaviors are. There may be a difference between stated and operating values. People will attribute their behavior to stated values.

The third level is *basic assumption*. This is the most crucial and intangible aspect of organizational culture. At the same time assumptions are the toughest to imbibe in the employees and takes time. But once the employees are in tune with the assumptions and beliefs of the organization, they stay on and impact the values and behavior of the employees.

Wallach (1983) suggested that there are three main types of organizational cultures: bureaucratic, supportive and innovative culture. Compared to the previous form of culture, the model described by Wallach (1983) is viewed as the most appropriate model to use in public sector organization. This type of culture will be described in following section.

2.1.4 Bureaucratic Culture

Bureaucratic cultures are hierarchical and compartmentalized. There are clear lines of responsibility and authority in this type of culture. The work are organized and systematically (Wallach, 1983). The structural tree of the organization and definition of power and responsibility are explicit in this culture. Job descriptions are mostly standardized and fixed.

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This culture is usually founded on supervision and power. In general, stable, mature, and cautious enterprises are one of its kinds.

Bureaucratic culture is a dimension of culture that includes some elements that described the culture itself specifically. The relationship between departments and the relation between superiors and inferiors are clearly shown in this kind of culture. A well trained staff and sound structure with efficient systems and procedures are also the characteristic of this culture. Furthermore, the elements of bureaucratic culture according to a model developed by Wallach (1983) are as follows:

1. Hierarchical

   There are existed a centralization of power based on a hierarchy. There are clear boundaries between superiors and subordinates in order to ensure the coordination in an organization goes well. Every manager in the organization has a fixed relationship with another managers, superiors, or subordinates.

2. Procedural

   There are systematic procedures that guide the conduct of work for the sake of continuity and uniformity. In addition, organizations also have adequate system and procedure, and the cases of overlapping authority are rarely found.

3. Structured

This is about how tasks in the work are divided, grouped and coordinated. The task and authority are allocated clearly, as well the flow of authority between divisions and the relationship between different activities that conducted within the organization.

4. Ordered

This element explains that the job is done by following the orders from superiors. In this kind of culture, the employee only does what their superiors told to do. There is no creativity in this culture and the centralization of authority focused only on top management level.

5. Regulated

This element represents the official rule set by the organization related to the execution of work. Everything that related with work should be accomplished according to the established rules.

6. Established

Represent an organization that has a good structure, well-organized work procedures, and the clear line responsibility between divisions and the rules that sets as defaults in doing the working task.

7. Cautious

> This element define that employee in this kind of organization should always pay attention to rule and work procedures that have been set in order to avoid loses or failures that will cost the organization.

8. Power-oriented

> This is a culture that based on inequality of access to resources in organization. This culture characterize by a high centralization and low formalization. The leader in this organization holds the power to control and influence activities within organization.

2.1.5 Innovative Culture

In an organization, innovation is considered as the engine of growth. Innovation is also acts as a mindset that affected by values, beliefs, and behaviors.

Innovative culture itself, interpreted as a type of organizational culture that contains challenge, risk and high level of creativity. Wallach (1983) said that innovative cultures are exciting and dynamics. Entrepreneurial and ambitious people are most suitable in this environment. This kind of culture provides the people within the organization with many forms of challenges and excitement. People are stimulated to become more creative and dare to take risks.

However, it's not easy work in such kind of organization. Burnouts and stress are daily routine in this organization, since the organization itself demand more and more from people (Wallach, 1983). McClure (2010) also said that innovative culture stresses creativity and result-oriented drive from the employees, with less emphasis placed on failure and great attention paid to stellar success. The innovative culture can lead to early burnouts, difficulty resolving conflicts, and increased competition for resources. In innovative environment, it's hard to balance the time for family, work, and play time.

As well as bureaucratic culture, innovative culture also has 8 elements that represent the culture itself in the organization. The elements of innovative culture according to Wallach (1983) are as follows:

1. Risk Taking

    Every people have different level of courage in taking the risk. Robbins (2003) states that the tendency to avoid or take risks is visible in how long it takes by a person to make decision and how much of information will be needed before the set the choice. In an organization that implements the innovative culture, people are expected to be more courageous in taking risks in order to grab more opportunities and chance to have the competitive advantages over other organizations.

2. Results-oriented

The organization that have innovative culture focused more on the output that produced by the workers. Organization also gives the freedom for its workers in producing the output since it's emphasize people to be more creative as long as the their work result is in accordance with what the organization expected.

3. Creative

The word creative is often associated with something new. Within an organization, creativity is a very important point. Creativity considered as the organization's competitive advantages. Usually, every organization is always tried to improve the level of creativity of its workers.

4. Pressurized

This element appears in innovative culture because there are existed an internal competition in achieving the targets. As it is known that an organization that implements innovative culture has higher level of challenge, risk and creativity if compared to bureaucratic culture. Hence, the member of organization cannot separate themselves from the pressure both internal and external.

5. Stimulating

   This element is considered important since it have an essential part in encouraging the growth of new ideas in organization. Everyone in organization should be stimulated to innovate continuously. Robbins (2003) claimed that an innovative organization can be characterized by looking at its employee's attitude of confidence, energetic, ambitious and dominating.

6. Challenging

   Every innovative organization always provides its employee with an interesting job challenge. Therefore, employees in organizations with innovative cultures tend to choose jobs that require some special skills, have more variety in tasks, and have an appropriate feedback over their works (Robbins, 2003).

7. Enterprising

   This kind of element is good at persuade, leading people and selling things or ideas. They are generally energetic, ambitious and sociable people.

8. Driving

   The last element of innovative culture is driving. This element is represented by how the people on an organization like to encourage

each others. They like to share creative ideas and motivation to colleague in order to achieve the organization goals.

2.1.6 Supportive Culture

Business organizations of this culture present an open, harmonious and warm atmosphere like people have in their families. Their members are friendly, fair and helpful to each other (Wallach, 1983). The employment is often a mutual and life-long commitment between the employee and the organization (McClure, 2010).

Wallach (1983) described supportive culture in 8 elements as follows:

1. Collaborative

   This culture is characterized by a high level of cooperation among the organization members. It's natural to collaborate with each other if you want to achieve greater results.

2. Relationship-oriented

   Unlike in the innovative culture, the people in supportive organization tend to prioritize the relationship between each other over to the job results. They show the nature of trust, friendly behavior, and respect each other.

3. Encouraging

This elements represent an act that shown solidarity and acceptance of other organization member. The organization will be surrounded by a warmth atmosphere.

4. Sociable

People will prioritize in helping each other within the organization. The workers who have this trait tend to be open, friendly, and have mutual understanding (Robbins, 2003).

5. Personal Freedom

The degree of freedom possessed by each organization members to express themselves in work related behavior is very important. It can avoid the constraint in people's creativity.

6. Equitable

Everyone is treated equally in the organization that have supportive environment. By giving the fair treatment to every people in organization, people will feels that they have the equal opportunities in developing themselves according to organizational needs.

7. Safe

The supportive culture is is characterized by a safe environments. The people will feel more secure and able to work optimally in this kind of culture.

8. Trusting

People in the supportive organization will have a high level of trust to each other. They will keep an open mind with another organization member instead of compete with them.

2.2 Organizational Commitment Concepts

The topic of organizational commitment has received a great deal of attention in these last decades. This issue is practically important for all managers in organization. With the increasing speed and scale of change in organization, managers must find any ways to improve employee's commitment to their organization in order to get more competitive advantages.

2.2.1 Definition of Organizational Commitment

Multiple definitions of organizational commitment are found in the literature. Meyer and Allens describes organizational commitment as a psychological state that characterizes the employee's relationship with the organization with its implications for the decision to continue membership in the organization (Azeem, 2010).

To Northcraft and Neale (1996) as cited from Tella et al. (2007), commitment is an attitude reflecting an employee's loyalty to the organization, and an ongoing process through which organization members express their concern for the organization and its continued success and well being. Buchanan (1974) in Meyer & Allen (1990) defined commitment as a partisan, affective attachment to the goals and values of the organization, to one's role relation to the goals and values, and to the organization for its own sake, apart from its purely instrumental worth.

Mowday, Porter, and Steer (1982) in Tella et al. (2007) see commitment as attachment and loyalty. These authors describe three components of commitment:

- an identification with the goals and values of the organization;
- a desire to belong to the organization; and
- a willingness to display effort on behalf of the organization.

To summarize, organizational commitment referred as an individual perception about their organization which will lead into their work performances. A person with good commitment to their organization is likely to work hard and to give their best to the organization in all kind of form. Shortly, organizational commitment is a factor that can or cannot make a person work their best to the organization itself depend on their level of commitment.

There are several conceptualization of commitment that has been appeared in the literature since the last decades. However, of all opinions

that appeared, it still leads to three general terms: affective attachment, perceived cost and obligation (Meyer and Allen, 1990). Thus, Meyer & Allen (1990) develop a model of organizational commitment with using the same three general terms. This conceptualization of organizational commitment is commonly known as the Meyer and Allen's Three-Component Model of OC. The components are: affective commitment, continuance commitment and normative commitment.

2.2.2 Three Component Model of Organizational Commitment

This model of organizational commitment consists of three dimension that labeled affective, continuance, and normative commitment. Meyer and Allen (1990) states that the three types of commitment are a psychological state that either characterizes the employee's relationship with the organization or has the implications to affect whether the employee will continue with the organization. Employees with strong affective commitment remain in organization because they want to, those with strong continuance commitment because they need to and those with strong normative commitment are remains because they ought to do so (Meyer and Allen, 1990).

. Meyer & Allen (1990) defines a committed employee as being one "stays with an organization, attends work regularly, puts in a full day and more, protects corporate assets, and believes in the organizational goals". This employee positively contributes to the organization because of its commitment to the organization.

1. Affective Commitment

Affective commitment is defined as the emotional attachment, identification, and involvement that an employee has with its organization and goals (Lok and Crawfors, 2001). Mowday et al in Azeem (2010) further characterize affective commitment by three factors (1) "belief in and acceptance of the organization's goals and values, (2) a willingness to focus effort on helping the organization achieve its goals, and (3) a desire to maintain organizational membership". Mowday further state that affective communication is "when the employee identifies with a particular organization and its goals in order to maintain membership to facilitate the goal". Meyer and Allen continue to say that employees retain membership out of choice and this is their commitment to the organization (Lok and Crawford, 2001).

2. Continuance commitment

Continuance commitment is the willingness to remain in an organization because of the investment that the employee has with "nontransferable" investments. Nontransferable investments include things such as retirement, relationships with other employees, or things that are special to the organization. Continuance commitment also includes factors such as years of employment or benefits that the employee may receive that are unique to the organization. Meyer and Allen further explain that employees who share continuance

commitment with their employer often make it very difficult for an employee to leave the organization (Lok and Crawford, 2001).

3. **Normative commitment**

Normative commitment is the commitment that a person believes that they have to the organization or their feeling of obligation to their workplace. In 1982, Weiner discusses normative commitment as being a "generalized value of loyalty and duty". Meyer and Allen define normative commitment as "a feeling of obligation" (Lok and Crawford, 2001). It is argues that normative commitment is only natural due to the way we are raised in society. Normative commitment can be explained by other commitments such as marriage, family, religion, etc. therefore when it comes to one's commitment to their place of employment they often feel like they have a moral obligation to the organization.

2.2.3   The Antecedents of Organizational Commitment

There are so many studies that conducted in order to find out the factors that determine the level of commitment in an organization. These kinds of information are highly desired by the managers and other peoples that studying organizational commitment. Thus, these three types of commitment have been studied in both the public, private, and nonprofit sector. Meyer & Allen (1990) describe that the organizational commitment determinant factors are varies among each element of commitment itself as follows:

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1. Antecedents of Affective Commitment

   Mowday et al (1982) as cited from Meyer & Allen (1990) state that the antecedent of affective attachment to organization fall into four categories: personal characteristic, job characteristic, work experiences and structural characteristic. As Meyer & Aleen (1990) pointed out, however, the strongest evidence has been provided for work experience antecedent, most notably those experiences that fulfill employees' need to feeling comfortable within the organization and competent in the work role. The same result also pointed by Meyer et al. (2002), from the two antecedents of organizational commitment that they analyzed: personal characteristic and work experience. The study found that work experience still have greater impacts on the affective commitment.

2. Antecedents of Continuance Commitment

   Meyer and Allen (1990) proposed that the continuance commitment affected by two factors: a perceived lack on alternatives and the magnitude or the number of investments that people make. They assume this theory based on the theoretical work of Becker (1960). According to Becker, individuals make side-bets when they take an action that increases the costs associated with discontinuing another, related, action. For example, an employees who invest considerable time and energy mastering a job skill that cannot be transferred easily to other organizations. In essence, they are betting

that the time and energy invested will pay off. Winning the bet, however, requires continued employment in the organization. According to Becker, the likelihood that employees will stay with the organization will be positively related to the magnitude and number of side-bets they recognize.

Like investments, the lack of employment alternatives also increases the perceived costs associated with leaving the organization. Therefore, the fewer viable alternatives employees believe are available, the stronger will be their continuance commitment to their current employer.

3. Antecedents of Normative Commitment

The *normative* component of organizational commitment will be influenced by the individual's experiences both prior to (familial/cultural socialization) and following (organizational socialization) entry into the organization (Wiener, 1982) as cited from Meyer & Allen (1990). With respect to the former, for example, that an employee would have strong normative commitment to the organization if significant others have been long-term employees of an organization and have stressed the importance of organizational loyalty. With respect to organizational socialization, it is proposed that those employees who have been led to believe that the organization *expects* their loyalty would be most likely to have strong normative commitment to it.

The demographic factor of an employee such as: age, and job tenure has been proven to positively to affect the organizational commitment (Meyer et al., 2002; Azeem, 2010; Lok & Crawford, 2001). However, Meyer et al (2002) underline that the effects of demographic factor to the organizational commitment are varies. It will depend on where the research conducted.

2.3 Job Satisfaction Concepts

As a global construct, job satisfaction can be defined as the feelings an employee has about the job in general as well as satisfaction with specific aspects, such as supervision, pay, opportunity for advancement, and morale. In other words, job satisfaction includes not only the degree of an individual's feelings toward and satisfaction with current job activities, achievements and responsibilities, but also the degree of an individual's satisfaction with all aspects associated with the current job, but those that are not directly related to job content. Many researchers have theorized about the variables that affect and are affected by job satisfaction.

2.3.1 The Definition of Job Satisfaction

There are various concept of job satisfaction appeared in the literature over the past few decades. Locke in Malik M.E., et al (2010) defined defines job satisfaction as a positive emotional feeling, a result of one's evaluation towards his job or his job experience by comparing

between what he expects from his job and what he actually gets from it. Job satisfaction is the result of the interaction of the employees' values and his perception towards his job and environment.

Hulin and Judge (2003) defined job satisfaction as multidimensional psychological responses to one's job. These responses have cognitive (evaluative), affective (or emotional), and behavioral components. Job satisfactions refer to internal cognitive and affective states accessible by means of verbal or other behavioral and emotional responses.

Luthans in Azeem (2010) defined job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. It is a result of employee's perception of how well their job provides those things that are viewed as important. Evan defined job satisfaction as a state of mind encompassing all those feelings determined by the extent to which the individual perceives his/her job-related needs to be being met (Azeem, 2010). While Mowday *et al* in Azeem(2010) defined job satisfaction as the relative strength of an individual's identification with and involvement in a particular organization.

Hunt et al. (2002) defined job satisfaction as the degree to which individuals feel positively or negatively about their jobs. It is an attitude or emotional response to one's tasks as well as to the physical and social conditions of the workplace.

According to Robbins (2003), job satisfaction is an individual's general attitude toward his or her job. Jobs require interaction with the co-workers and bosses, following organization rules, meeting performance standards, living with working conditions that are often less than ideal. These mean that an employee's assessment of how satisfied or dissatisfied he or she is with his job is a complex summation of a number of discrete job elements (Robbins, 2003).Factors influencing job satisfaction according to Robbins (2003) are:

1. Challenging Job

   Employees tend to like jobs that give variety and opportunities to use one's skills. These characteristics make the job more challenging and interesting. If the job less in challenge, it feel bored. Too many challenges will create frustration since there are many barriers come needs to handle. If in middle challenge, employee will feel enjoy, happiness and satisfied.

2. Proper Incentive

   Employees want incentive system and promotion policy are conducted fairly. If incentive is seen as something fair based on job capacity and level of individual's skill, it is possible leads to satisfaction.

3. Support from Work Condition

   Employees care with a good working environment for self comfortness and ease to do the job. Studies founded employees

tend to like physical situation around their working environment which is not bothering.

4. Support from Co-workers

Humans need to have social interaction. Besides interaction between coworkers, leader also becomes major factor in increasing job satisfaction. Leader must have ability to motivate his followers since they will feel confident and eager to learn anything in order to give the best for the organization.

5. Job Fit

People like the job which congruent or fit with their personality. Chosen of the job make people realize on their talent. Appropriate skill in fulfilling job demand is necessary in order to success with what they did, and lead to high satisfaction in work. Job fitness with the personality will make someone appear confidently and convince to himself that he can do best with the job.

Employee dissatisfaction can be expressed in a number of ways. For example, rather than quit, employees can complain, be insubordinate, steal organization property or neglect a part of their work responsibilities and can be defined as following (Robbins, 2003):

1. Exit

Is behavior directed toward leaving the organization, including looking for a new position as well as resigning.

2. Voice

Is actively and constructively attempting to improve conditions, including suggesting improvements, discussing problems with superiors, and some forms of union activity.

3. Loyalty

Is passively but optimistically waiting for conditions to improve, including speaking up for the organization in the face of external criticism and trusting the organization and its management to "do the right things".

4. Neglect

Is passively allowing conditions to worsen, including chronic absenteeism or lateness, reduced effort, and increased error rate.

2.3.2 Theories Related to Job Satisfaction

There are many various motivation theories that related with job satisfaction. In the organizational behavior book, Hunt et al. (2002) divided the theories into two groups: content theories and process theories. Content theories consist of hierarchy of needs theory, ERG theory, acquired needs theory and two-factor theory. Process theories consist of Equity theory and expectancy theory.

1. Content Theories of Motivation

Content theories assume that all individuals possess the same set of needs and therefore prescribe the characteristics that ought to be present in jobs (Hunt et al., 2002).

a. Maslow's Hierarchy of Needs

Abraham Maslow's hierarchy of needs theory identifies five distinct levels of individual needs: from self-actualization and esteem, at the top, to social, safety, and physiological at the bottom. Maslow assumes that some needs are more important than others and must be satisfied before the other needs can serve as motivators. For example, physiological needs must be satisfied before safety needs are activated, safety needs must be satisfied before social needs are activated, and so on.

b. ERG Theory

Clayton Alderfer's ERG theory is also based on needs but differs from Maslow's theory in three basic respects. First, the theory collapses Maslow's five need categories into three: existence needs, relatedness needs, growth needs. Existences needs described as desire for physiological and material well-being. Relatedness needs described as desire for satisfying interpersonal relationships. Growth needs described as desire for continued personal growth and development.

c. Acquired Needs Theory

This theory was introduced by David McCleland by using TAT (Thematic Apperception Test). McClelland identified that need are shaped over time by our experiences over time. Most of

this fall into three general categories of needs: need for achievement (nAch), need for affiliation (nAff) and need for power (nPower). Need for achievement is the desire to do something better or more efficiently, to solve problems, or to master complex tasks. Need for affiliation (nAff) is the desire to establish and maintain friendly and warm relations with others; and. Need for power (nPower) is the desire to control others, to influence their behavior, or to be responsible for others.

d. Hertzberg's Two Factor Theory

Frederick Herzberg's two factor theory, also known as motivation-hygiene theory, portrays different factors as primary causes of job satisfaction and job dissatisfaction. According to this theory, hygiene factors are sources of job dissatisfaction. These factors are associated with the job context or work setting; that is, they relate more to the environment in which people work than to the nature of the work itself.

To improve job satisfaction, the theory directs attention to the motivator factors. These factors are related to job content like what people actually do in their work. Adding these satisfiers or motivators to people's jobs is Herzberg's link to performance. These factors include sense of achievement, recognition, and responsibility.

2. Process Theories of Motivation

Process theories focused on thought processes through which people choose one action over another in the workplace (Hunt et al., (2002). What all process theories have in common is an emphasis on the cognitive processes in determining his or her level of motivation.

a. Equity Theory

This theory is firstly introduced by Adams in 1965. Equity theory assumes that one important cognitive process involves people looking around and observing what effort other people are putting into their work and what rewards follow them. This social comparison process is driven by our concern for fairness and equity. This comparison will result negative and positive inequity feelings to people, and then will lead to some following behavior such as the decreasing performance of employee, more intention to leave the company, employee increasing the demands for rewards and so on.

b. Expectancy Theory

Victor Vroom's (1964) expectancy theory posits that motivation is a result of a rational calculation. A person is motivated to the degree that he or she believes that:

(1) Effort will yield acceptable performance,

(2) Performance will be rewarded, and

(3) The value of the rewards is highly positive.

Based on those three reasons, Vroom develops some key concept in terms of probabilities:

- **Expectancy** is the probability that work effort will be followed by performance accomplishment.

- **Instrumentality** is the probability that performance will lead to various work outcomes.

- **Valence** is the value to the individual of various work outcomes.

Thus, this theory also can be referred as values, instrumentality and expectancy (VIE) theory.

2.4 Review of Previous Studies

2.4.1 Organizational Culture and Job Satisfaction

Culture As a comprehensive concept that includes belief, ideology, and custom, norm, tradition, knowledge, and technology, organizational culture is an essential factor that influences the behavior of an organization and its members.

The importance of organizational culture requires the management to recognize the underlying of their organization's cultures. Individuals come to appreciates values, the expected behavior, and social knowledge that are essential for effective organizational behavior. Since organizational culture serve many purposes including establishing the norms for employee's behavior, it has a direct impact on employee job

satisfaction (Silverthorne, 2004). In trying to improve the effectiveness, some study has been done to investigate the relationship between organizational culture and job satisfaction.

Silverthorne (2004) investigated the impact of organizational culture and person-organization fit on organizational commitment and job satisfaction. The research was conducted on three different private sector companies in Taiwan. The research used Wallach's three dimension of culture: the bureaucratic, supportive and innovative culture.

The result of the research indicated that the different form of culture also have different result on employee's level of satisfaction. The findings indicates that the bureaucratic, supportive and innovative culture are positively affect the employee's job satisfaction but on different level. The analysis result conducted by Silverthorne (2004) finds that the supportive and innovative cultures create a higher level of job satisfaction than the bureaucratic culture. For the Taiwan sample, involvement in an organization that has the bureaucratic organization culture resulted in the lowest level of job satisfaction. It indicates that bureaucratic organizations have a greater problem with maintaining employee job satisfaction than organization that has supportive and innovative culture.

Bigliardi et al. (2012) also investigated the impact of organizational culture on job satisfaction of knowledge worker in five different pharmaceutical companies in Italy using. The research found that the organizations analyzed do not fit perfectly into a single culture, in each

company found the three dimension of culture (bureaucratic, supportive and innovative) at different levels.

From the research findings, the bureaucratic culture resulted to be the responsible for the low judgment assume by some intrinsic job satisfaction, creativity in particular, and its lead into the low level of job satisfaction in the company. The next dimension, supportive culture, resulted to be positively related to the human relation with other employees and with supervisor, also it create the familiar and friendly climate around the company. The last, innovative culture is related with the level of the workers creativity. The innovative aspect of the culture is determining the high values assigned to items such as independence, ability utilization and variety in the companies.

Overall, it can be concluded that the bureaucratic culture has a negative effect on the job satisfaction of knowledge workers in Italy while the supportive and innovate culture has positive effect on the job satisfaction.

Therefore, based on the previous study, researcher develops hypothesis related to organizational culture and organizational commitment:

H1 : **Organization culture has significant effect on job satisfaction**

H1a : **Bureaucratic culture has a negative and significant effect on job satisfaction**

H1b : **Innovative culture has a positive and significant effect on job satisfaction**

H1c **: Supportive culture has a positive and significant effect on job satisfaction**

2.4.2 Job Satisfaction and Organizational Commitment

There are several authors that conducted the examination of job satisfaction impacts on organizational commitment. Azeem (2010) has investigated about the nature of relationships of demographic factors (age and job tenure) and job satisfaction facets with organizational commitment. The study also sought to determine the impact of demographic factors and job satisfaction facets on organizational commitment. The results of the study show that the mean values of job satisfaction and organizational commitment are at moderate side. A moderate significant positive relationship was found among job satisfaction facets, demographic factors, and organizational commitment. Supervision, pay, overall job satisfaction, age, and job tenure were the significant predictors of organizational commitment.

Other study has examined the influence of job satisfaction on affective commitment in the tourism industry in Malaysia. Studies have confirmed that satisfied employees will be more committed to their organizations and offer high quality service to the customers. Satisfaction towards salary and supervision was found to have a significant positive relationship with affective commitment and normative commitment (Yew, 2006). Hence, managers in today's organizations should have considered the issue of job satisfaction because they more likely to be committed to

their organizations. In return, are more likely to take pride in organizational membership, believe in organization goals and values, and exhibit higher levels of performance.

Therefore, researcher develops following hypothesis related to job satisfaction and organizational commitment:

H2: **Job satisfaction has positive and significant effect on organizational commitment**

2.4.3 Organizational Culture and Organizational Commitment

Organizational culture influences employees' sense of engagement, identification and belonging. Such sentiments might reasonably be expected to impact on commitment. Although there is little empirical evidence to suggest that there is a strong relationship between organizational culture and commitment, characteristics of organizational culture such as corporate values and beliefs have been suggested to be related to commitment and performance of organizations (Lok & Crawford, 1999).

Lok and Crawford (1999) investigated this culture and commitment relationship in their research. The research conducted on several private and public hospitals located in Sidney metropolitan only. They investigated the about the effect of culture and subculture on the commitment. The hospital culture take part as organizational culture and the ward cultures as subculture. But both still have the same dimension of culture that consists of bureaucratic, supportive and innovative culture.

The research indicates that the ward cultures are less bureaucratic and slightly more supportive than hospital culture but have an equal amount of innovative culture.

The research found that both organizational and subculture variables were significantly correlated with commitment. However, it was observed that subculture had a stronger association with commitment than organizational culture, with the two subculture variables: ward innovative; ward supportive being among the variables displaying the highest correlations with commitment. This finding is consistent with the previous literature that has suggested that organizational culture and subculture could have differential effects on individuals in the workplace. Another important finding is that innovative and supportive subcultures had positive associations with commitment, while a bureaucratic subculture had a slight negative association with commitment. This finding is consistent with previous findings which suggested that a bureaucratic environment often resulted in a lower level of employee commitment Brewer, 1994; Kratina, 1990; Wallach, 1983 in Lok & Crawford, 1999) and performance (Krausz et al., 1995; Trice and Beyer, 1993 in Lok and Crawford 1999).

Another research conducted by Silverthorne (2004) also finds that the bureaucratic culture had the lowest effects on commitment. The innovative culture had the middle level of impact on organizational commitment and the supportive commitment had the highest impact on organizational commitment. Therefore, the following hypothesis

developed regarding the relationship between organizational culture and commitment.

H3   :   **Organizational culture has a significant effect on organizational commitment**

H3a   : **Bureaucratic culture has a negative and significant effect on organizational commitment**

H3b   : **Innovative culture has a positive and significant effect on organizational commitment**

H3c   : **Supportive Culture has a and significant positive effect on organizational commitment**

2.4.4 Organizational Culture and Organizational Commitment (Job Satisfaction as Mediator)

There are only a few researches that investigated the mediating effect of job satisfaction among the relationship of organizational culture and organizational commitment. Several authors have proposed causal model of commitment in which the effects of the various commitments are fully mediated via their effects on job satisfaction (e.g William & Hazer, 1986; Price & Mueller, 1981 in Lok and Crawford (2001).

Lok and Crawford (2001) conducted a research about the antecedents of organizational commitment and the mediating role of job satisfaction. The research conducted on seven large hospitals in Australia. By using the leadership style and organizational culture as the independent variable, they try to find the possible effect of job satisfaction as mediator

on the relationship between those variable and organizational commitment.

Therefore, the research equations state that the coefficients of independent variable on the organizational commitment are smaller when job satisfaction is added into the equation. Based on the equation, it concluded that the effect of the independent variable (culture, subculture, leadership style) on commitment is not substantially mediated via their influence of job satisfaction. But then Lok & Crawford (2001) state that the findings are only applicable on the Australia, since the culture of each country is different.

Based on previous finding, researcher develops the following hypothesis:

H4: **The impact of organizational culture on organizational commitment will be mediated by job satisfaction.**

2.5   Conceptual Framework

The purposes of this research are to examine the mediating effects of job satisfaction in the relationship between organizational culture and organizational commitment. The hypothesis can be described in the conceptual model as shown in figure 2.3 below:

Organizational Culture
- Bureaucratic
- Supportive
- Innovative

H1

Job Satisfaction

H2

Organizational Commitment

H3
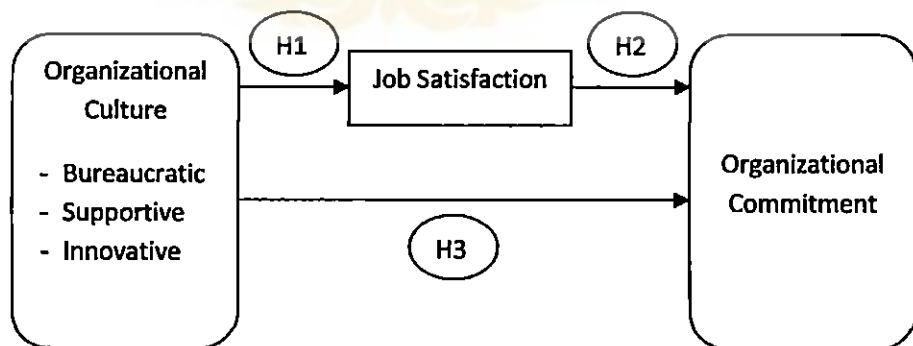
CHAPTER III

RESEARCH METHODS

3.1   Research Design

The purpose of this study is to investigate the mediating role of job satisfactions in the relationship between organizational culture and organizational commitment of employee of public sector organization (PNS) in local government in Solok regency.

To address on the research questions, this research used quantitative research. For quantitative method, the primary data is gathered by distributing questionnaire to the target respondents. Quantitative method is used to quantitatively test hypotheses of the research.

3.2   Object and Location of the Research

Object of the research is the employees of public sector organization who work for local government in Solok regency. Specifically, the research will conduct on 12 departments that responsible for the development of society of Solok regency.

3.3   Population and Sample

Populations of this research are the permanent employee which works for local government in Solok regency, West Sumatra.

Sample is a part of research elements. Sekaran (2003) conceptualized sample as a subset of population. A sample is a subgroup or subset of a population. Sampling is the process of selecting a sufficient number of elements from the population.

Heir et al. (1998) as cited from Rivai (2009) suggest that a critical sample size to test a model using SEM (Structural Equation Modeling) is for a size ranging 100 - 200. Therefore, based on the opinion, researcher will distributed 200 questionnaires to the target respondents.

3.4 Data Collection Method

This research will use the field research survey to obtain the primary data from the respondents. Researcher will directly distribute the questionnaires to the target respondents at the 12 departments. The questionnaires will be collected from the respondents in 3 days time.

3.5 Research Variables

The variable uses in this research are:

- Dependent Variable   : Organizational Commitment
- Intervening Variable : Job Satisfaction
- Independent Variable : Organizational Culture

3.6   Operational Definition

Variable	Definition	Dimension	No. of items	Scale	Sources
DV (Y)	*Organizational Commitment* is the relative strength of an individual's identification with and involvement in a particular organization, involving belief in and acceptance of an organization's goals and values, willingness to exert considerable effort on behalf of the organization, and a strong desire to maintain a membership in the organization(mowday et al, 1979)	- Affective Commitment - Normative Commitment - Continuance Commitment	15	5 points Likert's Scales	Organizational Commitment Questionnaires (OCQ) by Mowday et al. (1979) in Angle and Perry (1981)
IV (X)	*Organizational Culture* is a shared understanding of an organization employee (Wallach, 1983)	- Bureaucratic - Innovative - Supportive	24	5 points Likert's Scales	Organizational Culture Index(OCI) by Wallach(1983)
MV (M)	*Job Satisfaction* is an individual's general attitude toward his or her job (Robbins, 2003).		5	5 points Likert's Scales	Brayfield and Rothe's job satisfaction scale(1951) in Judge & Klinger (2007)

3.7 Measurement of Variables

a. Organizational Culture

The organizational culture variable will be measured by using Organizational Culture Index (OCI) developed by Wallach (1983). Bureaucratic culture, innovative culture and supportive culture are used as the dimension of this variable. The OCI proposes 24 items (or questions), eight for each dimension. Each item expresses, through a brief definition, a characteristic typical of one of the three cultural forms.

The scale that will be used on this variable are *five-point Likert scale* started from 1 = not at all, 2 = rarely, 3 = sometimes, 4= often, 5= always.

b. Job Satisfaction

Job satisfaction variable will be measured with 5 item or questions of Brayfield and Rothe's job satisfaction scale (Judge and Klinger, 2007). The scale will be used on this research variable are *five-point Likert scale* started from 1= strongly disagree, 2= disagree, 3= not sure, 4= agree, 5= strongly agree.

c. Organizational Commitment

Organizational commitment measured with 15 items of *Organizational Commitment Questionnaire* (OCQ) developed by Mowday, Steers, and Porter (1979) cited from Angle and Perry (1981).

The scale will be used on this research variable are *five-point Likert scale* started from 1= strongly disagree, 2= disagree, 3= not sure, 4= agree, 5= strongly agree.

3.8   Data Analysis

The data will be analyzed using structural equation model (SEM) by using the PASW Statistic application software (SPSS) v18 for windows operation system.

3.8.1   Validity and Reliability Testing

Validity testing is purposed to establish the goodness of measurement, whether we are measuring the right things or not. Each measurement variable was tested using principal component analysis (PCA) to assess whether the items represent a single underlying construct. The items with factor loading 0.40 or greater are considered valid (Hair et al. 1998) cited from Rifai (2005).

Reliability testing is purposed to see how well the items measuring a concept hang together as a set. *Cronbach's Alphas* is a reliability coefficient that indicates how well the items in a set are positively correlated to one another. The answer consistency showed by the degree of *Cronbach's Alphas*. The closer the reliability coefficient gets to 1,0, the better. In general, reliabilities less than 0,6 are considered to be poor, those in the 0,7 range, acceptable, an those over 0,8 good (Sekaran, 2003).

3.8.2 Normality Testing

Normality testing purposed to know how well the data distribution toward variables measured. Good and proper data is the data that has normal distribution. This research using P-P (Probability-Probability) plot to test the normality of distribution. The probability-probability plot (P-P plot or percent plot) compares an empirical cumulative distribution function of a variable with a specific theoretical cumulative distribution function (Park, 2008). If two distributions match, the points on the plot will form a linear pattern passing through the origin with a unit slope (Park, 2008).

3.8.3 Coefficient Correlation Analysis

Coefficient correlation is the statistical measurement of the covariance or association between two variables. The magnitude of the correlation coefficient ranges from +1 s / d -1. Correlation coefficient indicates the strength and direction of linear relationship of two random variables. If the correlation coefficient is positive, then the two variables have a direct relationship. This means that if the high value of the variable X, then the value of the variable Y will be high as well. Conversely, if the correlation coefficient is negative, then both variables have an inverse relationship. This means that if the high value of the variable X, then the value of the variable Y will be low (and vice versa). The criteria to interpret the strength of the relationship between variable are as follows (Sarwono: 2006):

1. 0   : No correlation

2. 0 – 0.25   : Weak correlation

3. 0.26 – 0.5   : Acceptable correlation

4. 0.51 – 0.75   : Strong correlation

5. 0.75 – 0.99   : Perfect correlation

3.8.4 Simple Linear Regressions Analysis

Simple linear regression is the least squares estimator of a linear regression model with a single explanatory variable. This method will be used to test the relationship of each elements of organizational culture (bureaucratic, supportive and innovate culture) with other two variable.

3.8.5 Hierarchical Regression Analysis

Causal step method is a statistical technique that used to investigate the role of mediating variable (M) in the relationship between independent variable (X)   and dependent variable (Y). Baron and Kenny (1986) indicate that in testing the variable using causal step method, researcher should estimating three regression equation as follows:

1. Simple regression of mediating variable (M) on independent variable (X). $M = i1 + a X + e1$

2. Simple regression of dependent variable (Y) on independent variable (X). $M = i2 + c X + e2$

3. Multiple regression of dependent variable (Y) on both independent variable (X) and mediating variable (M).

   $Y = i3 + c' X + b M + e3$

Where i refers to coefficient intercepts.

According to Baron and Kenny (1986) as cited from Lok & Crawford (2001), evidence for the mediating variable effects between a particular independent variable (X) is provided if the following condition hold:

1. In the regression of mediating variable (M) on independent variable (X), X has a statistically significant influence on M. So coefficient a $\neq$ 0.

2. In the regression of dependent variable (Y) on independent variable (X), X has a statistically significant influence on Y. So coefficient c $\neq$ 0.

3. In the multiple regression of dependent variable (Y) on both independent variable (X) and mediating variable (M), M has statistically influence on Y. So coefficient b $\neq$ 0.

Furthermore, Baron and Kenny (1986) state that the evidence of mediating variable will provided if the influence of independent variable (X) on dependent variable (Y) are lower in the third equation. If the second and third equation are fulfilled and the coefficient of c' is not significant (c = 0), then the M is said to totally mediate the relationship of X and Y. If, however, its value is reduced but the coefficient still significant (c $\neq$ 0) then M can be said to partially mediated the relationship of X and Y.

CHAPTER IV

RESULTS AND DISCUSSION

4.1   Overview of Research Object

The Solok regency is a district that administratively included in the territory of West Sumatra province. With the total area of ± 373.800 Ha, this regency divided into 14 sub-district with the total number of population 348.566 person according to sensus 2010 . The main occupation of the people in this regenci are agliculture.

Solok regency formally established in 1952 along with the release of UU no. 12 th 1952 about the establishment of aoutonomous district in the Central Sumatra environment.

In 1970, the capital of Solok regency developed from the status of city become the municipality of Solok. But, the centre of administrative governance are still in Solok. After this changing, there was never been a program to define the new and definitive capital of Solok Regency. Then in 1979, the centre of administative governance was moved from Solok to another district called Koto Baru. But, yuridistically, the capital of Solok regency at that time is still the city of Solok with 13 main sub-district.

Along with the release of UU no. 22 in 1999 about local governance, then the regional head was given the real and extensive authority to manage their own region. At this time, there is an addition of a new sub-district in the regency. The teritory of Solok regency change from 13 sub-district to 14 sub-district.

In 2001, once again, the centre of administrative governance of Solok regency moved into a new area. The name is Arosuka. In the late of 2003 the Solok regency divided into two regency namely Solok regency and South Solok regency.

According to local government regulation no 7 to 11 in years 2008 about the organization of Solok regency, the structure of local government organization consist of 1 Inspectorat, 5 Agencies, 12 Department, 7 Office and one Regional Secretariat assisted by three assistant. For more detailed list of the organization, can be seen in table 4.1 below:

Table 4.1

Local Government Organization of Solok Regency

No	SKPD	Nama Organisasi	Alamat OPD
I	Sekretariat	2	
		1. Sekretariat Daerah	Komplek Perkantoran Pemkab Solok Jl. Raya Solok-Padang KM 20 Arosuka
		2. Sekretariat DPRD	Komplek Perkantoran Pemkab Solok Jl. Raya Solok-Padang KM 20 Arosuka
II	Inspektorat	1	
		Inspektorat Daerah	Komplek Perkantoran Pemkab Solok Jl. Raya Solok-Padang KM 20 Arosuka

No	Jenis	Nama	Alamat
III	Badan	5	
		1. Badan Perencana Pembangunan Daerah	Komplek Perkantoran Pemkab Solok Jl. Raya Solok-Padang KM 20 Arosuka
		2. Badan Kepegawaian Daerah	Komplek Perkantoran Pemkab Solok Jl. Raya Solok-Padang KM 20 Arosuka
		3. Badan Penanggulangan Bencana Daerah	Jl. Raya Solok – Padang No. 7 Kotobaru
		4. Badan Pemberdayaan Masyarakat	Komplek Perkantoran Pemkab Solok Jl. Raya Solok-Padang KM 20 Arosuka
		5. Badan Keluarga Berencana dan Pemberdayaan Perempuan	Jl. Raya Solok – Padang Kotobaru
IV	Dinas	12	
		1. Dinas Pendapatan, Pengelolaan Keuangan dan Aset (DPPKA)	Komplek Perkantoran Pemkab Solok Jl. Raya Solok-Padang KM 20 Arosuka
		2. Dinas Pendidikan Pemuda dan Olah Raga	Jl. Raya Solok – Padang Kotobaru
		3. Dinas Kesehatan	Komplek Perkantoran Pemkab Solok Jl. Raya Solok-Padang KM 20 Arosuka
		4. Dinas Pertanian Perikanan dan Peternakan	Komplek Perkantoran Pemkab Solok Jl. Raya Solok-Padang KM 20 Arosuka
		5. Dinas Kehutanan dan Perkebunan	Jl. Raya Solok – Padang No. 6 Kotobaru
		6. Dinas Koperasi, UMKM, Perindustrian dan Perdagangan	Jl. Raya Solok – Padang No. 5 Kotobaru
		7. Dinas Sosnaker dan Transmigrasi	Jl. Raya Solok – Padang KM 25 Lb. Selasih
		8. Dinas Pekerjaan Umum	Komplek Perkantoran Pemkab Solok Arosuka
		9. Dinas Kebudayaan dan Pariwisata,	Komplek Perkantoran Pemkab Solok Arosuka
		10. Dinas Pertambangan dan Energi	Jl. Raya Solok – Padang No. 63 Kotobaru
		11. Dinas Perhubungan, Komunikasi dan Informatika	Jl. Raya Solok – Padang KM 6 Kotobaru
		12. Dinas Kependudukan dan Catatan Sipil	Komplek Perkantoran Pemkab Solok Arosuka
V	Kantor	7	
		1. Kantor Kesbangpol	Komplek Perkantoran Pemkab Solok Arosuka
		2. Kantor Arsip dan Perpustakaan	Jl. Raya Solok – Padang No. 7 Kotobaru

		3.	Kantor Ketahanan Pangan	Jl. Raya Solok – Padang No. 16 Kotobaru
		4.	Kantor Lingkungan Hidup dan Kebersihan	Komplek Perkantoran Pemkab Solok Jl. Raya Solok-Padang KM 20 Arosuka
		5.	Kantor Pelayanan dan Perizinan Penanaman Modal	Komplek Perkantoran Pemkab Solok Jl. Raya Solok-Padang KM 20 Arosuka
		6.	Kantor Satuan Polisi Pamong Praja	Komplek Perkantoran Pemkab Solok Jl. Raya Solok-Padang KM 20 Arosuka
		7.	Kantor KPU	Jl. Raya Solok – Padang No. 7 Kotobaru
VI	RSUD		1	
			Rumah Sakit Umum Daerah Arosuka	Arosuka

In running the governance system, the government of Solok regency have an adequate numbers of civil servant. Both the theacers, regency officers, district officer, UPTD officers, helath care and hospital employee with a total of 7.322 people.

4.2 Respondents Charachteristic

The questionnaires for this research was distributed in the late of March 2012 to the civil servant at the Solok regency. The number of the questionnaires distributed are 200 copies. The returned questionnaire are 162 copies. The valid questioner that can be processed are 140 copies. The following questioner result is presented based on each item of respondent characteristic.

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4.2.1 Gender

The table below shown that the respondent of this research are consist of 72 males (51.4 %) and 68 females (48.6 %) from total of 140 respondents.

Table 4.2
Respondent Characteristic Based on Gender

Gender	Frequency	Percent
Male	72	51.4
Female	68	48.6
Total	140	100

Source: Survey Data

4.2.2 Age

Table 4.3 is presented the respondents characteristic based on their age.

Table 4.3
Respondents Characteristic Based on Age

Age	Frequency	Percent
less than 25 years	9	6.4
25 - 35 years	30	21.4
36 - 45 years	44	31.4
More than 46 years	57	40.7
Total	140	100

Source: Survey Data

As shown in the table 4.3, the majority of the respondents' age in the research is the respondent with age more than 46 years with number of 57 respondents (40.7 %), followed by 44 respondents with age around 35 – 45 years (31.4 %), then 30 respondents with age around 25 – 35 years (21.4 %) and last 9 respondents with age less than 25 years (6.4 %).

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4.2.3 Marital Status

Table 4.4 is presented the respondents characteristic based on their marital status.

Table 4.4
Respondent Characteristic Based on Marital Status

Marital Status	Frequency	Percent
Married	123	87.9
Not married	17	12.1
Total	140	100

Source: Survey Data

The table shown that the respondent are consist of 123 married respondents (87.9 %) and 17 respondents which are not married (12.1 %).

4.2.4 Latest Education

Table 4.5 is presented the respondents characteristic based on their latest formal education.

Table 4.5
Respondent Characteristic Based on Latest Education

Education	Frequency	Percent
Junior High	3	2.1
Senior High	45	32.1
Diploma	8	5.7
S1 degree	73	52.1
Master degree	11	7.9
Total	140	100

Source: Survey Data

Majority of the respondents are 3 respondents (2.1 %) are graduated from junior high school, 45 respondents (32.1 %) are graduated from senior

high school, 8 respondents (5.7) have Diploma degree, 73 respondents (52.1 %) have S1 degree and 11 peoples (7.9) respondents have Master degree.

4.2.5 Department

Table 4.6 is presented the respondents characteristic based on their department / organization they serves.

Table 4.6
Respondent Characteristic Based on Department

Department	Frequency	Percent
Dinas Pendapatan, Pengelolaan Keuangan dan Aset (DPPKA)	10	7.1
Dinas Pendidikan Pemuda dan Olah Raga	8	5.7
Dinas Kesehatan	11	7.9
Dinas Pertanian Perikanan dan Peternakan	14	10.0
Dinas Kehutanan dan Perkebunan	15	10.7
Dinas Koperasi, UMKM, Perindustrian dan Perdagangan	15	10.7
Dinas Sosnaker dan Transmigrasi	14	10.0
Dinas Pekerjaan Umum	18	12.9
Dinas Kebudayaan dan Pariwisata	8	5.7
Dinas Pertambangan dan Energi	11	7.9
Dinas Perhubungan, Komunikasi dan Informatika	8	5.7
Dinas Kependudukan dan Catatan Sipil	8	5.7
Total	140	100

Source: Survey Data

From total of 140 respondents, 10 are from Dinas Pendapatan, Pengelolaan Keuangan dan Aset (7.1 %), 8 are from Dinas Pendidikan Pemuda dan Olah Raga (5.7%), 11 respondents from Dinas Kesehatan (7.9 %), 14 respondents are from Dinas Pertanian, Perikanan, dan Peternakan (10%),

15 respondents from Dinas Kehutanan dan Perkebunan (10.7 %), 15 respondent from dinas koperasi dan UMKM (10.7 %), 14 respondent from Dinas Sosnaker dan Transmigrasi, 18 respondents from Dinas Pekerjaan Umum (12.9), 8 respondent from Dinas Kebudayaan dan Pariwisata (5.7 %), 11 respondent from Dinas Pertambangan dan Energi (7.9 %), 8 respondent from Dinas Perhubungan, Komunikasi dan Informatika (5.7 %) and 8 respondents from Dinas Kependudukan dan Catatan Sipil (5.7 %).

4.2.6 Length of Services as Civil Servant

Table 4.7 is presented the respondents characteristic based on their serving period as civil servant.

Table 4.7
Respondents Characteristic Based on Length of Services as Civil Servant

Education	Frequency	Percent
0-5 years	23	16.4
6-10 years	23	16.4
11-20 years	32	22.9
Over than 20 years	62	44.3
Total	140	100.0

Source: Survey Data

As shown in table 4.6, the majority of respondent that is serving as civil servant for 0 – 5 years are 23 respondents (16.4 %), for 6 – 10 years are 23 respondents (16.4 %), for 11 – 20 years are 32 respondents (22.9 %) and serving for over than 20 years are 62 respondents (44.3 %).

4.2.7 Length of Services in Current Department

Table 4.8 is presented the respondents characteristic based on the serving period in their current department.

Table 4.8
Respondents Characteristic Based on Length of Services in Current Department

Education	Frequency	Percent
0-5 years	71	50.7
6-10 years	31	22.1
11-20 years	20	14.3
Over than 20 years	18	12.9
Total	140	100.0

Source: Survey Data

The table shown that based on their serving period on the current organization the respondents who serve for 0 – 5 years are consist of 71 respondents (50.7 %), for 6 – 10 years consist of 31 respondents (22.1 %), for 11 – 20 years consist of 20 respondents (14.3 %), and people who serve for more than 20 years consist of 18 respondents (12.9 %)

4.3   Frequency Distribution of Respondents

4.3.1   Analysis of Organizational Culture Attributes

Table 4.9 below presents the frequency distribution of respondents based on Organizational Culture Indicators

Table 4.9
Frequency Distribution of Respondents Based on Organizational Culture Attributes (N = 140)

No.	Indicators	Respondent's Answer					Mean
		Not at all	Rarely	Some-times	Often	Always	
Items for Bureaucratic Culture							
3	My organization use hierarchical system	2 (1.4%)	4 (2.9%)	38 (27.1%)	54 (38.6%)	42 (30%)	3.9
4	There is fixed procedures for how to complete every job in my organization	2 (1.4%)	4 (2.9 %)	28 (20%)	39 (27.9%)	67 (47.9%)	4.2
10	Organizational structure and work division are clear	1 (0.7%)	7 (5.0%)	22 (15.7%)	32 (22.9%)	78 (55.7%)	4.3
12	Work only done when there are an order from superiors	43 (30.7%)	39 (27.9%)	40 (28.6%)	11 (7.9%)	7 (5.0%)	2.3
14	Every job have standard operation procedure (SOP) in my organization	3 (2.1%)	13 (9.3%)	41 (29.3%)	39 (27.9%)	44 (31.4%)	3.8
20	The line of responsibility between each division are clear in my organization	8 (5.7%)	5 (3.6%)	33 (23.6%)	49 (25.0%)	45 (32.1%)	3.8
21	People never break the rules in my organization	7 (5.0%)	30 (21.4%)	73 (52.1%)	21 (15.0%)	9 (6.4%)	3.0
24	The highest peak of power and decision is in the hands of leader	5 (3.6%)	9 (6.4%)	22 (15.7%)	42 (30.0%)	62 (44.3%)	4.1
Mean							3.7
Items for Innovative Culture							
1	Leader in my organization are most likely to taking risk when making decision	40 (28.6%)	46 (32.9%)	45 (32.1%)	8 (5.7%)	1 (0.7%)	2.2
6	The people I work with are more concerned with job result rather than build a relationship	12 (8.6%)	19 (13.6%)	78 (55.7%)	25 (17.9%)	6 (4.3%)	3.0
7	There is a large room for creativity in my organization	4 (2.9%)	15 (10.7%)	51 (36.4%)	36 (25.7%)	34 (24.3%)	3.6
11	The pressure for creativity in my organization are high and tense	32 (22.9%)	36 (25.7%)	39 (27.9%)	24 (17.1%)	9 (6.4%)	2.6
13	Superiors in my organization tend to provoke subordinates to spark a new ideas	9 (6.4%)	20 (14.3%)	71 (50.7%)	30 (21.4%)	10 (7.1%)	3.1
18	There are many challenging work to do	14 (10.0%)	27 (19.3%)	62 (44.3%)	30 (21.4%)	7 (5.0%)	2.9
19	The people in my organization have high ambition for development	3 (2.1%)	12 (8.6%)	50 (35.7%)	52 (37.1%)	23 (16.4%)	3.6
23	People love to share ideas and problems that refers to work	4 (2.9%)	8 (5.7%)	49 (35.0%)	58 (41.4%)	21 (15.0%)	3.6
Mean							3.6

Items for Supportive Culture							
2	The people I works with are very collaborative	2 (1.4%)	9 (6.4%)	33 (23.6%)	54 (38.6%)	42 (30%)	3.9
5	My organization have a high inter personnel relationship	2 (1.4%)	6 (4.3%)	33 (23.6%)	42 (30.0%)	57 (40.7%)	4.0
8	In my organization, people are like to encourage each other	5 (3.6%)	18 (12.9%)	46 (32.9%)	44 (31.4%)	27 (19.3%)	3.5
9	In my organization, people are like to socialize each other	4 (2.9%)	6 (4.3%)	31 (22.1%)	60 (42.9%)	39 (27.9%)	3.9
15	There is a high degree of freedom for each people regarding on how they finish the job	4 (2.9%)	13 (9.3%)	35 (25.0%)	50 (35.7%)	38 (27.1%)	3.8
16	In my organization, everyone receive the same treatment	12 (8.6%)	15 (10.7%)	49 (35.0%)	43 (30.7%)	21 (15.0%)	3.3
17	There work in my organization have low level of hazard	0	2 (1.4%)	43 (30.7%)	57 (40.7%)	38 (27.1%)	3.9
22	People are tend to trust each other	3 (2.1%)	13 (9.3%)	58 (41.4%)	44 (31.4%)	22 (15.7%)	3.5
Mean							3.0
Grand Mean							3.5

Source: Survey Data

From the table below we can conclude that the dominant culture that exist in local government organization of Solok Regency are the bureaucratic culture with the mean value 3.7, the number two dominant culture is supportive culture with mean value at 3.65 and the last dominant culture is innovative culture with mean value at 3.0.

4.3.2   Analysis of Job Satisfaction Attributes

Table 4.10 below presents the frequency distribution of respondents based on Organizational Culture Indicators

Table 4.10
Frequency Distribution of Respondents Based on Job Satisfaction
Attributes (N = 140)

N o.	Indicators	Respondent's Answer					Mean
		Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree	
1	I feel fairly satisfied with my present job	3 (2.1%)	6 (4.3%)	19 (13.6%)	88 (62.8%)	24 (17.1%)	3.9
2	Most days I am enthusiastic with my job	1 (0.7%)	6 4.3%	18 (12.9%)	92 (65.7%)	23 (16.4%)	3.9
3	Each day at work seems like it will never end	5 (3.6%)	24 (17.1%)	32 (22.9%)	61 (43.6%)	18 (12.9%)	3.5
4	I find real enjoyment in my work	4 (2.9%)	4 (2.9%)	31 (22.1%)	76 (54.3%)	25 (17.9%)	3.8
5	I consider my job to be rather unpleasant	3 (2.1%)	8 (5.7%)	30 (21.4%)	80 (57.1%)	19 (13.6%)	3.7
	Grand Mean						3.8

Source: Survey Data

From the table we can see the mean value of the job satisfaction attributes at the 3.8 point. Thus, we can conclude that the employee at local government organization of Solok regency are feel satisfied with their job in average.

4.3.3 Analysis of Organizational Commitment Attributes

Table 4.11 below presents the frequency distribution of respondents based on Organizational Commitment Indicators.

Table 4.11
Frequency Distribution of Respondents Based on Organizational
Commitment Attributes (N = 140)

N o.	Indicators	Respondent's Answer					Mean
		Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree	
1	I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful	3 (2.1%)	5 (3.6%)	14 (10.0%)	81 (57.9%)	37 (26.4%)	4
2	I talk up this organization to my friends as a great organization to work	5 (3.6%)	11 (7.9%)	25 (17.9%)	76 (54.3%)	23 (16.4%)	3.7
3	I feel very little loyalty to this organization ®	54 (38.6%)	65 (46.4%)	18 (12.9%)	3 (2.1%)	0	1.8

4	I would accept almost any type of job assignment in order to keep working for this organization	3 (2.1%)	13 (9.3%)	28 (20.0%)	70 (50.0%)	26 (18.6%)	3.7
5	I find that my values and the organization's values are very similar	5 (3.6%)	19 (13.6%)	63 (45.0%)	46 (32.9%)	7 (5.0%)	3.2
6	I am proud to tell others that I am part of this organization	5 (3.6%)	11 (7.9%)	13 (9.3%)	88 (62.9%)	23 (16.4%)	3.8
7	I could just as well be working for different organization as long as the types of work similar ®	10 (7.1%)	37 (26.4%)	36 (25.7%)	50 (35.7%)	7 (5.0%)	3.1
8	This organization really inspires the best in me in the way of job performance	2 (1.4%)	8 (5.7%)	20 (14.3%)	93 (66.4%)	17 (12.1%)	3.8
9	It would take very little change in my present circumstances to cause me to leave this organization ®	11 (7.9%)	42 (30.0%)	47 (33.6%)	34 (24.3%)	6 (4.3%)	2.9
10	I am extremely glad I chose this organization to work for over others I was considering at the time I joined	7 (5.0%)	8 (5.7%)	35 (25.0)	76 (54.3%)	14 (10.0%)	3.6
11	There's not much to be gained by sticking with this organization indefinitely ®	27 (19.3%)	60 (42.9%)	27 (19.3%)	26 (18.6%)	0	2.4
12	Often, I find it difficult to agree with this organization's policies on important matters relating to its employees ®	5 (3.6%)	58 (41.4%)	54 (38.6%)	20 (14.3%)	3 (2.1%)	2.7
13	For me, this is the best of all organizations for which to work	4 (2.9%)	11 (7.9%)	28 (20.0%)	67 (47.9%)	30 (21.4%)	3.8
14	I really care about the fate of this organization	2 (1.4%)	9 (6.4%)	22 (15.7%)	85 (60.7%)	22 (15.7%)	3.8
15	Deciding to work for this organization was a definite mistake on my part ®	79 (56.4%)	45 (32.1%)	12 (8.6%)	3 (2.1%)	1 (0.7%)	1.6
	Grand Mean						3.2

®reserved questions
Source: Survey Data

4.4 Validity Testing

The validity of the instruments is tested by using Principal Component Analysis (PCA). Those item with factor loading 0.40 or greater are considered valid (Hair et al, 1998; Rifai, 2005)

4.4.1 Validity testing of Organizational Culture Attributes

Organizational culture instrument have 24 items, thus the 24 item are divided into three dimension; bureaucratic culture, innovative culture, and supportive culture. Each of this dimensions have 8 items.

4.4.1.1 Bureaucratic Culture Attributes

The items for bureaucratic culture are the question number 3, 4, 10, 12, 14, 20, 21, and 24. The PCA shown that this instrument is not representing a single underlying construct but three. Items number 12 and 21 are having factor loading below 0.40 (see appendix 2 for details). Thus, these two items are dropped from the instrument.

4.4.1.2 Innovative Culture Attributes

The items for innovative culture are the question number 1, 6, 7, 11, 13, 18, 19, and 23. The PCA results shown that this instrument is representing two components. The item number 1, 6, and 11 are having factor loading below 0.40 (see appendix 2 for details). Thus, these three items are dropped from the instrument.

4.4.1.3 Supportive Culture Attributes

The items for supportive culture instrument are the question number 2, 5, 8, 9, 15, 16, 17, and 22. The PCA results shown that this instrument also has 2 dimensions. Only 1 item was dropped from this instrument, which is the question number 17 (see appendix 2 for details).

All the rest of the items are considered valid with factor loading greater than 0.40.

4.4.2 Validity Testing for Job Satisfaction Attributes

The 5 item for job satisfaction instrument are showing one single construct after the PCA. Therefore, all of the items are have factor loading greater than 0.40 and considered valid (see appendix 2 for details).

4.4.3 Validity Testing for Organizational Commitment Attributes

The 15 items of organizational commitment are showing 4 different construct after the PCA. Moreover, question number 7, 9, 11 and 12 are having factor loading below 0.40 and must be dropped (see appendix 2 for details).

4.5 Reliability Testing

Internal reliability testing is purposed to see how well the items measuring a concept hang together as a set. *Cronbach's Alphas* is a reliability coefficient that indicates how well the items in a set are positively correlated to one another. The answer consistency showed by the degree of *Cronbach's Alphas*. The data that has *Cronbach's Alphas* values between 0.60 – 1.00 are considered to be reliable.

Table 4.12 presented the result of reliability test of organizational culture, job satisfaction and organizational commitment attributes. All of the instrument used are considered reliable with *Cronbach's Alpha* value greater than 0.60 and lower than 1.00 (see appendix 3 for details).

Table 4.12
Results of Reliability Testing

Variables	Cronbach's Alpha	Number of Valid Items	Judgment
Organizational Culture - Bureaucratic	0.676	6	Reliable
Organizational Culture - Innovative	0.671	5	Reliable
Organizational Culture - Supportive	0.852	7	Reliable
Job Satisfaction	0.752	5	Reliable
Organizational Commitment	0.822	11	Reliable

Source: PASW Statistic 18 Output

4.6 Normality Testing

This research is using the probability-probability plot (P-P plot or percent plot) to compares an empirical cumulative distribution function of a variable with a specific theoretical cumulative distribution function (Park, 2008). If two distributions match, the points on the plot will form a linear pattern passing through the origin with a unit slope (Park, 2008). The figure below showed the P-P plots of all variables.

Figure 4.1
P-P Plot of All Variable

Normal P-P Plot of Regression Standardized Residual
Dependent Variable: COMMITMENT
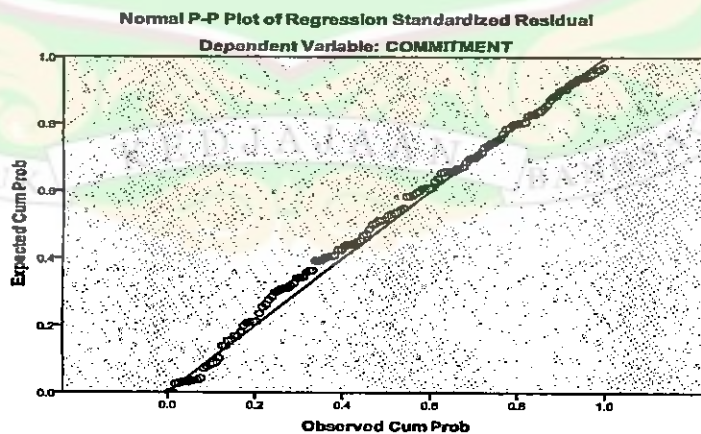
The figure showed that the P-P plot of variable organizational culture, job satisfaction and organizational commitment forming a linear pattern passing through an origin with unit slope. It means the data was distributed normally in this research.

4.7 Coefficients Correlation Analysis

From the analysis, between organizational cultures variable and organizational commitment variable have acceptable level of correlation because being in the range of 0.26 – 0.50. Variable organizational cultures and job satisfaction in also have an acceptable level of correlation. Variable job satisfaction and organizational commitment in fact have a strong level of correlation because being in range of 0.51 – 0.75. The table below showed the coefficient correlation analysis result.

Table 4.13
Coefficients Correlation Analysis

		CULTURE	JS	COMMITMENT
CULTURE	Pearson Correlation	1	.357**	.493**
JOB_SATISFACTION	Pearson Correlation	.357**	1	.643**
COMMITMENT	Pearson Correlation	.493**	.643**	1

Source: PASW Statistic 18 Output

4.8 Testing of Hypotheses

4.8.1 Variable Organizational Culture and Job Satisfaction

4.8.1.1 Linear Regression of Variable Organizational Culture and Job Satisfaction

The first hypothesis (H1) testing is done by using simple linear regression between the two variables. The result of the regression showed in the following table.

Table 4.14
Regression Result between Organizational Culture and Job Satisfaction

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	2.365	.315		7.503	.000
CULTURE	.378	.084	.357	4.492	.000

a. Dependent Variable: JOB_SATISFACTION
Source: PASW Statistic 18.0 output

From the results obtained by regression analysis, coefficient regression for organizational culture is positive at 0.378 with a standard error 0.084. This indicates that a positive relationship between organizational culture and job satisfaction, its means that if organizational culture increase, then the job satisfaction will increase.

From the regression analysis results obtained value of t-count is 4.492 with a significance of 0.000 (<0.05). This indicates that organizational cultures covered by dimension of bureaucratic, innovative

and supportive has significant effect on job satisfaction, *thus the first hypothesis (H1) in this study is supported.*

4.8.1.1 Linear Regression of Bureaucratic Culture and Job Satisfaction

The next hypothesis (H1a) test is done by a simple regression analysis between bureaucratic culture dimension and job satisfaction. The regression result presented in the following table.

Table 4.15
Regression Result between Bureaucratic Culture and Job Satisfaction

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	2.161	.308		7.012	.000
BUREAUCRATIC	.400	.076	.409	5.264	.000

a. Dependent Variable: JOB_SATISFACTION
Source: PASW Statistic 18.0 output

From the results obtained by regression analysis, coefficient regression for bureaucratic culture is positive at 0.400 with a standard error 0.076. This indicates that bureaucratic cultures have a positive impact on job satisfaction, its means that the higher the level of bureaucratic culture then the higher the level of job satisfaction will be.

From the regression analysis results obtained value of t-count is 5.264 with a significance of 0.000 (<0.05). This indicates that bureaucratic culture have positive and significant effect on job satisfaction, *thus the hypothesis 1a (H1a) in this study is not supported.*

4.8.1.2 Linear Regression of Innovative Culture and Job Satisfaction

The next hypothesis (H1b) test is done by a simple regression analysis between innovative culture dimension and job satisfaction. The regression result presented in the following table.

Table 4.16
Regression Result between Innovative Culture and Job Satisfaction

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	3.187	.277		11.503	.000
INNOVATIVE	.172	.081	.178	2.119	.360

a. Dependent Variable: JOB_SATISFACTION
Source: PASW Statistic 18.0 output

From the results obtained by regression analysis, coefficient regression for innovative culture is positive at 0.172 with a standard error 0.081. This indicates that innovative cultures have a small but positive impact on job satisfaction. The value of t-count is 2.119 with a significance of 0.360 (>0.05). This indicates that innovative culture have positive but insignificant effect on job satisfaction, *thus the hypothesis 1b (H1b) in this study is not supported.*

4.8.1.3 Linear Regression of Supportive Culture and Job Satisfaction

The next hypothesis (H1c) test is done by a simple regression analysis between innovative culture dimension and job satisfaction. The regression result presented in the following table.

Table 4.17
Regression Result between Supportive Culture and Job Satisfaction

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	2.702	.262		10.302	.000
SUPPORTIVE	.287	.070	.331	4.123	.000

a. Dependent Variable: JOB_SATISFACTION
Source: PASW Statistic 18.0 output

From the results obtained by regression analysis, coefficient regression for supportive culture is small but positive at 0.287 with a standard error 0.070. This indicates that supportive cultures have a small but positive impact on job satisfaction. The value of t-count is 4.123 with a significance of 0.000 (<0.05). This indicates that supportive culture have positive and significant effect on job satisfaction, *thus the hypothesis 1c (H1c) in this study is supported.*

4.8.2   Variable Job Satisfaction and Organizational Commitment

The result of the regression between job satisfaction and organizational commitment showed in the following table.

Table 4.18
Regression Result between Job Satisfaction and Organizational Commitment

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	1.738	.214		8.102	.000
JOB SATISFACTION	.555	.056	.643	9.870	.000

a. Dependent Variable: COMMITMENT
Source: Survey Data

From the results obtained by regression analysis, coefficient regression for job satisfaction is positive at 0.555 with a standard error 0.056. This indicates that job satisfaction have a positive impact on organizational commitment, its means that the higher the level of job satisfaction then the higher the level of organizational commitment will be.

From the regression analysis results obtained value of t-count is 9.870 with a significance of 0.000 (<0.05). This indicates that job satisfaction have positive and significant effect on organizational commitment, *thus the second hypothesis (H2) in this study is supported.*

4.8.3 Variable Organizational Culture and Organizational Commitment

4.8.3.1 Linear Regression of Variable Organizational Culture and Organizational Commitment

Table 4.12 below present the regression result between variable organizational culture and organizational commitment

Table 4.19
Linear Regression of Variable Organizational Culture and Organizational Commitment

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	2.162	.253		8.530	.000
CULTURE	.450	.068	.493	6.650	.000

a. Dependent Variable: COMMITMENT
Source: PASW Statistic 18.0 output

From the results obtained by regression analysis, coefficient regression for organizational culture is positive at 0.450 with a standard error 0.068. This indicates that a positive relationship between organizational culture and organizational commitment, its means that if organizational culture increase, the organizational commitment will increase also.

From the regression analysis results obtained value of t-count is 6.650 with a significance of 0.000 (<0.05). This indicates that organizational cultures covered by dimension of bureaucratic, innovative and supportive has significant effect on organizational commitment, *thus the third hypothesis (H3) in this study is supported.*

4.8.3.2 Linear Regression of Bureaucratic Culture and Organizational Commitment

The table below showed the regression result of bureaucratic culture with organizational commitment.

Table 4.20
Regression Result of Bureaucratic Culture and Organizational Commitment

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	2.309	.260		8.865	.000
BUREAUCRATIC	.379	.064	.449	5.900	.000

a. Dependent Variable: COMMITMENT

Source: PASW Statistic 18.0 output

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From the results obtained by regression analysis, coefficient regression for bureaucratic culture is positive at 0.379 with a standard error 0.064. This indicates that bureaucratic cultures have a positive impact on organizational commitment, its means that the higher the level of bureaucratic culture then the higher the level of organizational commitment will be.

From the regression analysis results obtained value of t-count is 5.900 with a significance of 0.000 (<0.05). This indicates that bureaucratic culture have positive and significant effect on organizational commitment, *thus the hypothesis 3a (H3a) in this study is not supported.*

4.8.3.3 Linear Regression of Innovative Culture and Organizational Commitment

The next table presented the regression result of innovative cultures variable with organizational commitment.

Table 4.21
Regression Result of Innovative Culture and Organizational Commitment

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	2.872	.228		12.570	.000
INNOVATIVE	.285	.067	.341	4.257	.000

a. Dependent Variable: COMMITMENT
Source: PASW Statistic 18.0 output

From the results obtained by regression analysis, coefficient regression for innovative culture is positive at 0.285 with a standard error

0.067. This indicates that innovative cultures have a positive impact on organizational commitment, its means that the higher the level of innovative culture then the higher the level of organizational commitment will be.

From the regression analysis results obtained value of t-count is 5.900 with a significance of 0.000 (<0.05). This indicates that innovative culture have positive and significant effect on organizational commitment, *thus the hypothesis 3b (H3b) in this study is supported.*

4.8.3.4 Linear Regression of Supportive Culture and Organizational Commitment

The table below presented the regression results of supportive culture with organizational commitment.

Table 4.22
Regression Result of Supportive Culture and Organizational Commitment

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	2.496	.210		11.868	.000
SUPPORTIVE	.360	.056	.481	6.444	.000

a. Dependent Variable: COMMITMENT
Source: PASW Statistic 18.0 output

From the results obtained by regression analysis, coefficient regression for supportive culture is positive at 0.360 with a standard error 0.056. This indicates that supportive cultures have a positive impact on organizational commitment, its means that the higher the level of

supportive culture then the higher the level of organizational commitment will be.

From the regression analysis results obtained value of t-count is 5.900 with a significance of 0.000 (<0.05). This indicates that supportive culture have positive and significant effect on organizational commitment, *thus the hypothesis 3c (H3c) in this study is supported.*

4.8.4 Hierarchical Regression between Organizational Culture and Organizational Commitment and Job Satisfaction as Mediating Variable

The fourth hypotheses are done by using hierarchical regression. According to Baron and Kenny (1986) as cited from Lok & Crawford (2001), evidence for the mediating variable effects between a particular independent variable (X) is provided if the following condition hold:

1. In the regression of mediating variable (M) on independent variable (X), X has a statistically significant influence on M. So coefficient a ≠ 0.

2. In the regression of dependent variable (Y) on independent variable (X), X has a statistically significant influence on Y. So coefficient c ≠ 0.

3. In the multiple regression of dependent variable (Y) on both independent variable (X) and mediating variable (M), M has statistically influence on Y. So coefficient b ≠ 0.

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The regression result will be shown in the following table.

Table 4.23

Model Summary of Hierarchical Regression

Coefficients[a]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	493[a]	.243	.237	.46010
2	.702[b]	.493	.486	.37782

a. Predictors: (Constant), CULTURE

b. Predictors: (Constant), CULTURE, JOB_SATISFACTION

c. Dependent Variable: COMMITMENT

From the table above, the value of R square in step 1 is 0.243. That means that organizational culture variable only 24.3 % affecting organizational commitment. Another 75.7% are the variable that not investigated in this research.

After the mediation of job satisfaction, the values of R square are increasing to 0.493. It can be concluded that organizational culture while mediated by job satisfaction affecting organizational commitment by 49.3%.

Table 4.24
Hierarchical Regression Result

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.162	.253		8.530	.000
	CULTURE	.450	.068	.493	6.650	.000
2	(Constant)	1.069	.247		4.327	.000
	CULTURE	.275	.059	.301	4.627	.000
	JOB_SATISFACTION	.462	.056	.536	8.225	.000

a. Dependent Variable: COMMITMENT

Source: PASW Statistic 18.0 output

From the results of the regression analysis, the unstandardized coefficient obtained organizational culture is positive at 0.275 and job satisfaction with the positive value at 0.462. This indicates that both of organizational culture and job satisfaction variable have a positive impact on organizational commitment.

In step 1 before using the variable job satisfaction as the mediation, the value of organizational culture coefficient is at 0.450 with significance at 0.000 (<0.05). In step 2, where the job satisfaction variable is playing the mediation role, the value of organization culture coefficient is decreasing into 0.275 but still significant. The job satisfaction variable also has significant relationship at 0.000.

From the result, it can be concluded that job satisfaction did mediate the relationship between organizational culture and organizational

commitment. Because of the coefficient values of organizational culture decreasing at step 2, the mediating effects of job satisfaction is a partial mediation (Baron & Kenny, 1986). *Thus, the fourth hypothesis (H4) is supported.*

The summary of hypotheses testing can be shown in the following table.

Table 4.25 Summary of Hypotheses Testing

No	Hypothesis	Results
H1	Organization culture has significant effect on job satisfaction	Supported
H1a	Bureaucratic culture has a negative and significant impact on job satisfaction	Not Supported
H1b	Innovative culture has a positive and significant impact on job satisfaction	Not Supported
H1c	Supportive culture has a positive and significant impact on job satisfaction	Supported
H2	There is a positive impact of job satisfaction on organizational commitment.	Supported
H3	Organizational culture has a significant effect on organizational commitment	Supported
H3a	Bureaucratic culture has a negative and significant impact on organizational commitment	Not Supported
H3b	Innovative culture has a positive and significant impact on organizational commitment	Supported
H3c	Supportive Culture has a and significant positive impact on organizational commitment	Supported
H4	The impact of organizational culture on organizational commitment will be mediated by job satisfaction.	Supported

4.9   Discussion

4.9.1   The Effect of Organizational Culture on Job Satisfaction

This research finds that organizational culture which covering the dimension of bureaucratic, innovative and supportive culture did significantly affecting the variable job satisfaction of local government employee in Solok Regency. Some previous study also found the same results. Lok & Crawford (2001) conducted the research on several State Hospital in Australia and found that organizational culture has the direct and significant impact on job satisfaction. Another research conducted by Silverthorne (2004) and Bigliardi et al. (2012) also found the same result.

This research also tested the relationship between each dimension of organizational cultures variable and its effect on job satisfaction. Based in previous study, the dimension of bureaucratic culture has always has a negative effect on job satisfaction while the innovative and supportive culture has positive and significant impact on job satisfaction (Lok and Crawford, 2001; Silverthorne, 2004; Bigliardi et al., 2012). This previous findings contradicted with the current research. It turns out that bureaucratic and supportive cultures have positive and significant effect on job satisfaction of employee while the innovative culture has positive but insignificant impact on job satisfaction.

So, it can be further concluded that the effect of organizational culture on job satisfaction is different for each country. Although the current and previous research conducted in the same field of government

organization, the findings are still different. In Solok regency, bureaucratic culture proven to become the most significant predictors of job satisfaction with coefficient values at 0.379 followed by supportive culture (0.287) and innovative culture (0.172).

4.9.2 The effect of Job Satisfaction on Organizational Commitment

In this research, job satisfaction proved has a positive and significant impact on organizational commitment with the coefficients values at 0.555 and significant values at 0.000. This result is in line with the previous results conducted by Lok & Crawford (2001). That is when employees are more satisfied about their job, the higher their commitment to the organization will be.

Another study conducted by Azeem (2010) also investigated the relationship between job satisfaction and organizational commitment. The study investigated the nature of relationship of demographics factors (age and job tenure) and job satisfaction facets with organizational commitments. The results of the study showed that a moderate significant relationship existed between job satisfaction and organizational commitment. Supervision, pay, age, job tenure, and overall job satisfaction were proven to be the significant predictors of organizational commitment.

Yew (2006) also studied the job satisfaction and organizational commitment relationship. The study focused only on affective commitment of tourism industry in Malaysia. The study confirmed that satisfied employees will be more committed to their organization and will

offer a high quality services to the customers. Hence, the issues of job satisfaction should be given more attention in today's organization because it have a direct impact with employee commitment of the organization and thus will affecting their performances.

4.9.3 The effect of Organizational Cultures on Organizational Commitment

In this research, organizational culture has been shown to have a positive and significant impact on organizational commitment with the coefficient values at 0.450 and significant values at 0.000. The bureaucratic culture dimension turns out to have a positive and significant with coefficient values at 0.389 and significant values at 0.000. The supportive also have positive and significant impact on organizational commitment with coefficient values at 0.360 and significant values at 0.000 followed by innovative culture with coefficient values at 0.285 and significant values at 0.000.

Compared to the previous study (Lok & Crawford, 1999; 2001; Wallach, 1983; Silverthorne, 2004; Brewer, 1994), the only contradiction with this study is the relationship between bureaucratic dimensions with organizational commitment. The previous study found that bureaucratic dimension of organizational culture is often resulted in lower level on employee commitment. Meanwhile in this research the bureaucratic are the highest predictors of employee commitment then followed by supportive dimension and innovative dimension at last place.

4.9.4 The Effect of Organizational Culture on Organizational Commitment and the Mediating Role of Job Satisfaction.

Some previous studies that investigated the relationship of organizational cultures and organizational commitment and the mediating role of job satisfaction has produce some different results. William and Hazer (1986) founds that antecedents of organizational commitments including organizational culture were assumed to be totally mediated via the effects of job satisfaction. Price and Muller (1981) concluded that these influences were only partially mediated via job satisfaction. Lok and Crawford (1999; 2001) finding are more similar with Price and Mueller (1981) that the antecedents of organizational commitments, including organizational cultures are mediated by job satisfaction in partial level.

This current research also agrees with Lok & Crawford (1999; 2001) and Price and Mueller (1981) results. The hierarchical regression found that the job satisfaction is partially mediating the relationship between organizational cultures and organizational commitments.

CHAPTER V

CONCLUSION, IMPLICATION, LIMITATION, AND FURTHER RESEARCHES

This chapter will explain about conclusion of the research, implication, limitation, and suggestion for further researches.

6.1 Conclusion

From the results of research and discussion, the authors can conclude as follows:

1. Based on the regression results, organizational culture proven to have positive and significant relationship with job satisfaction with coefficient values at 0.378 and significant values at 0.000. While bureaucratic culture dimension as the number one predictor of job satisfaction with coefficient value at 0.400 and significant at 0.000, followed by supportive culture dimension with coefficient value at 0.287 and significant at 0.000. However, innovative culture dimension turns out to be insignificant with job satisfaction with value at 0.36 (significant if values <0.005).

2. Based on the regression results, job satisfaction proven to have positive and significant impact on organizational commitment with coefficient value at 0.555 and significant at 0.000.

3. Based on regression results, organizational culture proven to have positive and significant impact on organizational commitment with coefficient value at 0.450 and significant at 0.000. While bureaucratic

culture dimension as the number one predictor of organizational commitment with coefficient value at 0.379 and significant at 0.000, followed by supportive culture dimension with coefficient value at 0.360 and significant at 0.000, then innovative culture dimension with coefficient value at 0.285 and significant at 0.000.

4. Based on regression results, the value of R square of the relationship of organizational culture on organizational commitment before mediated by job satisfaction is 0.243. That means that organizational culture variable only 24.3 % affecting organizational commitment. Another 75.7% are the variable that not investigated in this research. After the mediation of job satisfaction, the values of R square are increasing to 0.493. It can be concluded that organizational culture while mediated by job satisfaction affecting organizational commitment by 49.3%.

5. Based on regression results, the coefficient value of organizational culture on organizational commitment before mediated by job satisfaction is 0.450 with significant at 0.000. After the mediation of job satisfaction, the coefficient value increasing to 0.275 and still significant at 0.000. This indicates that job satisfaction have a partial mediation effect on the relationship between organizational culture and organizational commitment. In other words, organizational culture has a direct effect on organizational commitment. The cultures of the organization can affect the level of commitment in the organization directly. It also can affect the level of employee commitment through their level of job satisfaction. Firstly, the culture will effect the job

satisfaction level of an employee and then the job satisfaction will affect the level of employee's commitment on organization.

6.2 Implication

Every organization has its very own cultures. The types of culture are different from one organization to another. The three dimension of culture that we use in this research; bureaucratic, innovative, and supportive culture, are most likely to appear in each local government organization in Solok regency. This is acceptable, since one organization may have a number of cultures insides of it, the questions is what kind of cultures are the most dominants (Hayward, 1983).

From the research results, we can conclude that the most dominant culture in the local government organization of Solok regency is the bureaucratic cultures. This is usual for a government organization, since the bureaucratic are most common kind of cultures that exist in government organization (Hayward, 1983). The second dominant culture is the supportive culture, and followed by innovative culture.

One of the finding in this research are that the bureaucratic culture have a positive and significant impact on organizational commitment. Bureaucratic also have positive and dominant impact on job satisfaction. This result is unexpected, since from the previous research the dimension of bureaucratic culture often leads to negative effects on those variables. Anyway, the other previous study and this research are conducted on a

different country. We can assume that the effects of this dimension are depending on the core culture of the people in the organization.

The next important findings are that the dimension of innovative cultures has insignificant effect on job satisfaction. This results is acceptable if we look back at what Hayward (1983) said about this kind of culture. Hayward states that the dimension of innovative culture is not suitable for a government organization, it more suitable for an entrepreneur organization. But these theories are no longer suitable in this modern era. In fact, nowadays, to sustain competitive advantage, companies must institutionalize their innovation process by creating an environment in which creative thinking is central to their values, assumptions, and actions.

In Indonesia, mostly all of the government organization use high level of bureaucratic in their organizational culture. Actually this kind of culture is so dominant in every organization that there will be no room for another culture to develop. That's why this research resulted that the innovative culture has no significant effect on job satisfaction of the employee. In truth, the innovative kind of culture may be suitable in Indonesian government organization, but because of the domination of the bureaucratic culture, the innovative culture cannot develop. So, for the leader in every government organization, researcher suggest to reduce the amount of bureaucratic culture and try to adapt a new and fresh innovative culture in order to improve and enhance the performance of organization.

Another finding is that the job satisfaction of the employee is a significant predictor on their level of commitment toward the organization. It also partially mediated the relationship between organizational cultures on organizational commitment. It means that organizational culture have direct impact on organizational commitment. The culture of an organization can affect the level of employee's commitment directly. Also, the organizational culture can affect the level of commitment through the job satisfaction of the employee. First, the cultures will affect the job satisfaction, and then the job satisfaction will affect the commitment of the employee.

The conclusions, if a leader in organizational want to improve the level of their employees' commitment they can start from selecting the right type of culture to be applied in their organization. Another way to increase the commitment level is by increasing the level of employee job satisfaction. The more satisfied an employee about their job, the more they will commit to the organization.

6.3   Limitations and Further Researches

Limitations in this study are that this study only examined the local government organizations in Solok regency. This study also used limited number of samples, so there is a concern that the sample used did not cover all of the population.

For further researches, researcher suggests to conduct the research on a wider scope, like comparing a local government organization with

another organization at different area. Also, it will be useful to conduct this research on private or business sectors. In addition, researcher also suggests using more sample than this current research, since it can results in more accurate research outcomes.

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APPENDIX 1
Research Questionnaire
An Examination of Intervening Effect of Job Satisfaction on the Relationship between
Organizational Culture and Organizational Commitment

Dear Mr. / Mrs. Respondent,
- I hereby say my gratitude in advance for your willingness to take your times to fill in this *questionnaire*
- This questionnaire is very important to researcher as a material to complete the current research
- Your identity will keep confidential and the information you provide will only be used for the purpose of this research. Therefore, the precise data you provide will be highly regarded.

Researcher Profile:
Name : Reren Satria Pratama / 06 152 167
Major : Strategic Management

Respondent Profile

Please mark the column provided with symbol [√] on the most appropriate answer for each question in accordance with actual circumstances.

1. Gender
   ☐ Male   ☐ Female

2. Age
   ☐ ≤ 25 years   ☐ 36 – 45 years
   ☐ 25 – 35 years   ☐ ≥ 46 years

3. Marital Status
   ☐ Single   ☐ Married

4. Education
   ☐ Junior High   ☐ Diploma   ☐ Master Degree
   ☐ Senior High   ☐ S1

5. Serving Period as Civil Servant
   ☐ 0 – 5 years   ☐ 11 – 20 years
   ☐ 6 – 10 years   ☐ > 20 years

6. Serving Period in Current Department
   ☐ 0 – 5 years   ☐ 11 – 20 years
   ☐ 6 – 10 years   ☐ > 20 years

7. Unit / Department   : _____

8. Rank in Organization   : _____

A. Organizational Culture Attributes

Please mark your answer with [√] in the box provided corresponds with the actual situation in your organization.

1	2	3	4	5
Not At All	Rarely	Sometimes	Often	Always

No.	Question for Organizational Culture	1	2	3	4	5
1	Leader in my organization are most likely to taking risk when making a decision	☐	☐	☐	☐	☐
2	The people I works with are very collaborative	☐	☐	☐	☐	☐
3	My organization use hierarchical system	☐	☐	☐	☐	☐
4	There is fixed procedures for how to complete every job in my organization	☐	☐	☐	☐	☐
5	My organization have a high inter personnel relationship	☐	☐	☐	☐	☐
6	The people I work with are more concerned with job result rather than build a relationship	☐	☐	☐	☐	☐
7	There is a large room for creativity in my organization	☐	☐	☐	☐	☐
8	In my organization, people are like to encourage each other	☐	☐	☐	☐	☐
9	In my organization, people are like to socialize each other	☐	☐	☐	☐	☐
10	Organizational structure and work division are clear	☐	☐	☐	☐	☐
11	The pressure for creativity in my organization are high and tense	☐	☐	☐	☐	☐
12	Work only done when there are an order from superiors	☐	☐	☐	☐	☐
13	Superiors in my organization tend to provoke subordinates to spark a new ideas	☐	☐	☐	☐	☐
14	Every job have standard operation procedure (SOP) in my organization	☐	☐	☐	☐	☐
15	There is a high degree of freedom for each people regarding on how they finish the job	☐	☐	☐	☐	☐
16	In my organization, everyone receive the same treatment	☐	☐	☐	☐	☐

17	There work in my organization have low level of hazard	☐	☐	☐	☐	☐
18	There are many challenging work to do	☐	☐	☐	☐	☐
19	The people in my organization have high ambition for development	☐	☐	☐	☐	☐
20	The line of responsibility between each division are clear in my organization	☐	☐	☐	☐	☐
21	People never break the rules in my organization	☐	☐	☐	☐	☐
22	People are tend to trust each other	☐	☐	☐	☐	☐
23	People love to share ideas and problems that refers to work	☐	☐	☐	☐	☐
24	The highest peak of power and decision is in the hands of leader	☐	☐	☐	☐	☐

Adapted from Wallach (1983) Organizational Culture Index (OCI).

Please mark the column provided with symbol [√] on the most appropriate answer for each question in accordance with actual circumstances.

1	2	3	4	5
Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree

B. Job Satisfaction Questionnaire

No.	Question for Job Satisfaction	1	2	3	4	5
1	I feel fairly satisfied with my present job	☐	☐	☐	☐	☐
2	Most days I am enthusiastic with my job	☐	☐	☐	☐	☐
3	Each day at work seems like it will never end	☐	☐	☐	☐	☐
4	I find real enjoyment in my work	☐	☐	☐	☐	☐
5	I consider my job to be rather unpleasant	☐	☐	☐	☐	☐

Adapted from Brayfield and Rothe's (1951) Job Satisfaction Survey

C. Organizational Commitment Questionnaires

No.	Question for Organizational Commitment	1	2	3	4	5
1	I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful	☐	☐	☐	☐	☐
2	I talk up this organization to my friends as a great organization to works for	☐	☐	☐	☐	☐
3	I feel very little loyalty to this organization ®	☐	☐	☐	☐	☐
4	I would accept almost any type of job assignment in order to keep working for this organization	☐	☐	☐	☐	☐
5	I find that my values and the organization's values are very similar	☐	☐	☐	☐	☐
6	I am proud to tell others that I am part of this organization	☐	☐	☐	☐	☐
7	I could just as well be working for a different organization as long as the types of work were similar ®	☐	☐	☐	☐	☐
8	This organization really inspires the best in me in the way of job performance	☐	☐	☐	☐	☐
9	It would take very little change in my present circumstances to cause me to leave this organization ®	☐	☐	☐	☐	☐
10	I am extremely glad I chose this organization to work for over others I was considering at the time I joined	☐	☐	☐	☐	☐
11	There's not much to be gained by sticking with this organization indefinitely ®	☐	☐	☐	☐	☐
12	Often, I find it difficult to agree with this organization's policies on important matters relating to its employees ®	☐	☐	☐	☐	☐
13	For me, this is the best of all organizations for which to work	☐	☐	☐	☐	☐
14	I really care about the fate of this organization	☐	☐	☐	☐	☐
15	Deciding to work for this organization was a definite mistake on my part ®	☐	☐	☐	☐	☐

Adapted from Porter et al. (1974) Organizational Commitment Questionnaires (OCQ)

THANK YOU FOR YOUR COOPERATION

Kuesioner Penelitian
An Examination of Intervening Effect of Job Satisfaction on the Relationship between Organizational Culture and Organizational Commitment

Bapak,Ibu, Saudara/i yang saya hormati,
- Terima kasih sebelumnya penulis ucapkan atas kesediaan bapak, ibu, saudara/I meluangkan waktu untuk mengisi kuesioner ini.
- Kuesioner ini sangat berguna bagi peneliti sebagai bahan untuk penulisan skripsi yang merupakan salah satu syarat dalam menyelesaikan studi di Universitas Andalas.
- Identitas dari Bapak, Ibu, Saudara/i dirahasiakan dan informasi yang Bapak, Ibu, Saudara/i hanya untuk tujuan penelitian, oleh karena itu dimohonkan untuk memberikan informasi dengan akurat.

Profil Penulis:
Nama : Reren Satria Pratama / 06152167
Konsentrasi : Strategic Management

Profil Responden

Pilihlah jawaban sesuai dengan profil anda dengan mencantumkan tanda [√] pada kotak yang disediakan.

9. Jenis Kelamin

☐ Laki-laki   ☐ Perempuan

10. Umur

☐ ≤ 25 tahun   ☐ 36 – 45 tahun

☐ 25 – 35 tahun   ☐ ≥ 46 tahun

11. Status Perkawinan

☐ Menikah   ☐ Belum Menikah

12. Pendidikan Terakhir

☐ SLTP / Sederajat   ☐ Diploma / Sederajat   ☐ Pasca Sarjana

☐ SMA / Sederajat   ☐ Sarjana

13. Lama Mengabdi Sebagai PNS

☐ 0 – 5 years   ☐ 11 – 20 years

☐ 6 – 10 years   ☐ > 20 years

14. Lama Mengabdi Pada SKPD Sekarang

☐ 0 – 5 years   ☐ 11 – 20 years

☐ 6 – 10 years   ☐ > 20 years

15. Instansi / Department : _____

16. Jabatan : _____

D. Kuesioner Budaya Perusahaan

Seksi ini mengacu pada keadaan yang terjadi di instansi anda. Pilih jawaban anda denga mencantumkan tanda [√] pada kotak yang disediakan, dengan bobot jawaban seperti yang tertera pada tabrl dibawah ini:

1	2	3	4	5
Tidak Sama Sekali	Jarang	Kadang – Kadang	Sering	Selalu

No.	Pertanyaan tentang Budaya Organisasional	1	2	3	4	5
1	Pemimpin di instansi saya suka mengambil resiko saat membuat keputusan	☐	☐	☐	☐	☐
2	Orang-orang di instansi saya suka bekerja sama	☐	☐	☐	☐	☐
3	Instansi saya menganut system hirarki (perintah bertingkat)	☐	☐	☐	☐	☐
4	Pekerjaan harus diselesaikan menurut prosedur yang sudah ada sebelumnya	☐	☐	☐	☐	☐
5	Hubungan antar pegawai di instansi saya terbilang cukup dekat	☐	☐	☐	☐	☐
6	Orang orang di instansi saya lebih fokus kepada hasil pekerjaan daripada membangun hubungan	☐	☐	☐	☐	☐
7	Kami diberi kesempatan untuk berkreativitas	☐	☐	☐	☐	☐
8	Orang-orang di instansi saya sering memberi semangat satu sama lain	☐	☐	☐	☐	☐
9	Orang-orang di instansi saya suka menjalin hubungan satu sama lain	☐	☐	☐	☐	☐
10	Instansi saya memiliki struktur organisasi dan pembagian kerja yang terbilang jelas	☐	☐	☐	☐	☐
11	Orang-orang di instansi saya selalu ditekan untuk selalu berkreativitas	☐	☐	☐	☐	☐
12	Di instansi saya, pekerjaan dilakukan jika hanya ada perintah dari atasan	☐	☐	☐	☐	☐
13	Atasan saya suka memancing para bawahan untuk mengeluarkan ide-ide baru	☐	☐	☐	☐	☐
14	Setiap pekerjaan/tugas memiliki SOP	☐	☐	☐	☐	☐
15	Setiap orang di instansi saya diberi kebebasan yang tinggi menyangkut bagaimana mereka menyelasaikan pekerjaan	☐	☐	☐	☐	☐

16	Di instansi saya, setiap orang menerima perlakuan yang sama	☐	☐	☐	☐	☐
17	Tidak ada pekerjaan yang bisa membahayakan keselamatan pekerja di instansi saya	☐	☐	☐	☐	☐
18	Banyak pekerjaan yang menantang	☐	☐	☐	☐	☐
19	Orang-orang di instansi saya mempunyai ambisi yang tinggi untuk berkembang	☐	☐	☐	☐	☐
20	Tanggung jawab per divisi cukup jelas di instansi saya	☐	☐	☐	☐	☐
21	Peraturan yang sudah ada tidak pernah dilanggar	☐	☐	☐	☐	☐
22	Tingkat kepercayaan antar pegawai cukup tinggi di organisasi saya	☐	☐	☐	☐	☐
23	Orang-orang suka saling berbagi ide dan masalah terutama kalau menyangkut pekerjaan	☐	☐	☐	☐	☐
24	Puncak kekuasaan tertinggi dalam membuat keputusan berada di tangan atasan	☐	☐	☐	☐	☐

Diadptasi dari Wallach's (1983) Organizational Culture Index (OCI).

Pilih jawaban sesuai dengan pendapat anda. Cantumkan tanda check list [√] pada kotak yang telah disedikan. dengan bobot jawaban seperti yang tertera pada table dibawah ini:

1	2	3	4	5
Sangat Tidak Setuju	Tidak Setuju	Ragu-ragu	Setuju	Sangat Setuju

E. Kuesioner Kepuasan Kerja

No.	Pertanyaan tentang Kepuasan Kerja	1	2	3	4	5
1	Saya merasa cukup puas dengan pekerjaan saya	☐	☐	☐	☐	☐
2	Saban hari saya merasa antusias terhadap pekerjaan saya	☐		☐	☐	☐
3	Hari-hari ditempat kerja sepertinya tidak akan pernah berakhir	☐	☐	☐	☐	☐
4	Saya menemukan kenikmatan nyata pada pekerjaan saya	☐	☐	☐	☐	☐
5	Saya mengangap pekerjaan saya agak menyenangkan	☐	☐	☐	☐	☐

Diadaptasi dari Brayfield and Rothe's (1951) Job Satisfaction Survey

F. **Kuesioner Komitmen Organisasional**

No.	Pertanyaan tentang Komitmen Organisasional	1	2	3	4	5
1	Saya akan melakukan apapun untuk membuat instansi ini berjaya	☐	☐	☐	☐	☐
2	Saya membicarakan instansi ini kepada teman saya sebagai tempat kerja yang bagus	☐	☐	☐	☐	☐
3	Saya memiliki tingkat kesetiaan yang rendah terhadap instansi ini ®	☐	☐	☐	☐	☐
4	Saya akan menerima pekerjaan apapun selama bisa bekerja untuk instansi ini	☐	☐	☐	☐	☐
5	Saya menemukan bahwa nilai-nilai pribadi saya dan nilai-nilai di instansi ini sama	☐	☐	☐	☐	☐
6	Saya bangga mengatakan kepada orang lain bahwa saya bagian dari instansi ini	☐	☐	☐	☐	☐
7	Mungkin saja bagi saya untuk bekerja di tempat lain selama tipe pekerjaannya sama ®	☐	☐	☐	☐	☐
8	Instansi ini benar-benar menginspirasi diri saya untuk selalu bekerja sebaik-baiknya	☐	☐	☐	☐	☐
9	Hanya butuh sedikit perubahan kondisi untuk membuat saya meninggalkan instansi ini®	☐	☐	☐	☐	☐
10	Saya sangat senang saya memilih organisasi ini untuk bekerja diantara pilihan lainnya yang tersedia saat saya bergabung	☐	☐	☐	☐	☐
11	Tidak banyak yang bisa diperoleh dengan tetap bertahan di instansi ini	☐	☐	☐	☐	☐
12	Saya sering merasa tidak sependapat tentang kebijakan-kebijakan yang menyangkut pegawai di instansi ini ®	☐	☐	☐	☐	☐
13	Bagi saya, instansi ini adalah tempat terbaik untuk bekerja	☐	☐	☐	☐	☐
14	Saya sangat peduli tentang nasib instansi ini	☐	☐	☐	☐	☐
15	Memutuskan untuk bekerja disini adalah kesalahan terbesar saya ®	☐	☐	☐	☐	☐

Diadaptasi dari Porter et al. (1974) Organizational Commitment Questionnaires (OCQ)

TERIMA KASIH ATAS KERJASAMANYA

Validity Result of Organizational Culture

Bureaucratic Culture

Communalities

	Initial	Extraction
CULTURE3	1.000	.407
CULTURE4	1.000	.631
CULTURE10	1.000	.592
CULTURE12	1.000	.460
CULTURE14	1.000	.542
CULTURE20	1.000	.620
CULTURE21	1.000	.840
CULTURE24	1.000	.684

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component		
	1	2	3
CULTURE3	.478	.039	.420
CULTURE4	.661	.432	-.084
CULTURE10	.718	.119	-.250
CULTURE12	-.381	.362	.428
CULTURE14	.576	-.424	-.174
CULTURE20	.756	-.218	.022
CULTURE21	.092	-.666	.623
CULTURE24	.451	.485	.495

Extraction Method: Principal Component Analysis.

a. 3 components extracted.

Innovative Culture

Communalities

	Initial	Extraction
CULTURE1	1.000	.530
CULTURE6	1.000	.252
CULTURE7	1.000	.657
CULTURE11	1.000	.440
CULTURE13	1.000	.483
CULTURE18	1.000	.565
CULTURE19	1.000	.487
CULTURE23	1.000	.516

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component	
	1	2
CULTURE1	.370	.627
CULTURE6	.376	.332
CULTURE7	.660	-.471
CULTURE11	.286	.599
CULTURE13	.648	-.252
CULTURE18	.476	.581
CULTURE19	.663	-.218
CULTURE23	.661	-.281

Extraction Method: Principal Component Analysis.

a. 2 components extracted.

Supportive Culture

Communalities

	Initial	Extraction
CULTURE2	1.000	.605
CULTURE5	1.000	.618
CULTURE8	1.000	.633
CULTURE9	1.000	.709
CULTURE15	1.000	.458
CULTURE16	1.000	.572
CULTURE17	1.000	.552
CULTURE22	1.000	.481

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component	
	1	2
CULTURE2	.751	.201
CULTURE5	.762	.195
CULTURE8	.743	.284
CULTURE9	.830	.144
CULTURE15	.594	-.324
CULTURE16	.529	-.540
CULTURE17	-.118	.734
CULTURE22	.688	-.094

Extraction Method: Principal Component Analysis.

a. 2 components extracted.

Validity Result of Job Satisfaction

Communalities

	Initial	Extraction
JS1	1.000	.525
JS2	1.000	.550
JS3	1.000	.317
JS4	1.000	.742
JS5	1.000	.469

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component
	1
JS1	.725
JS2	.742
JS3	.563
JS4	.861
JS5	.685

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Validity Result of Organizational Commitment

Communalities

	Initial	Extraction
OC1	1.000	.560
OC2	1.000	.452
OC3	1.000	.596
OC4	1.000	.442
OC5	1.000	.567
OC6	1.000	.575
OC7	1.000	.709
OC8	1.000	.614
OC9	1.000	.406
OC10	1.000	.556
OC11	1.000	.582
OC12	1.000	.707
OC13	1.000	.530
OC14	1.000	.616
OC15	1.000	.664

Extraction Method: Principal
Component Analysis.

Component Matrix[a]

	Component			
	1	2	3	4
OC1	.682	-.203	.198	.123
OC2	.550	-.296	.238	.072
OC3	.429	.491	.300	-.284
OC4	.582	-.015	.320	-.022
OC5	.572	-.303	-.382	.045
OC6	.475	-.112	-.218	.538
OC7	-.234	.491	.322	.556
OC8	.762	.033	-.178	.012
OC9	.032	.625	.040	.113
OC10	.664	-.224	-.086	-.240
OC11	.371	.593	-.179	.245
OC12	.242	.453	-.660	-.090
OC13	.710	.154	-.032	.025
OC14	.705	-.170	.269	.133
OC15	.419	.538	.161	-.416

Extraction Method: Principal Component Analysis.
a. 4 components extracted.
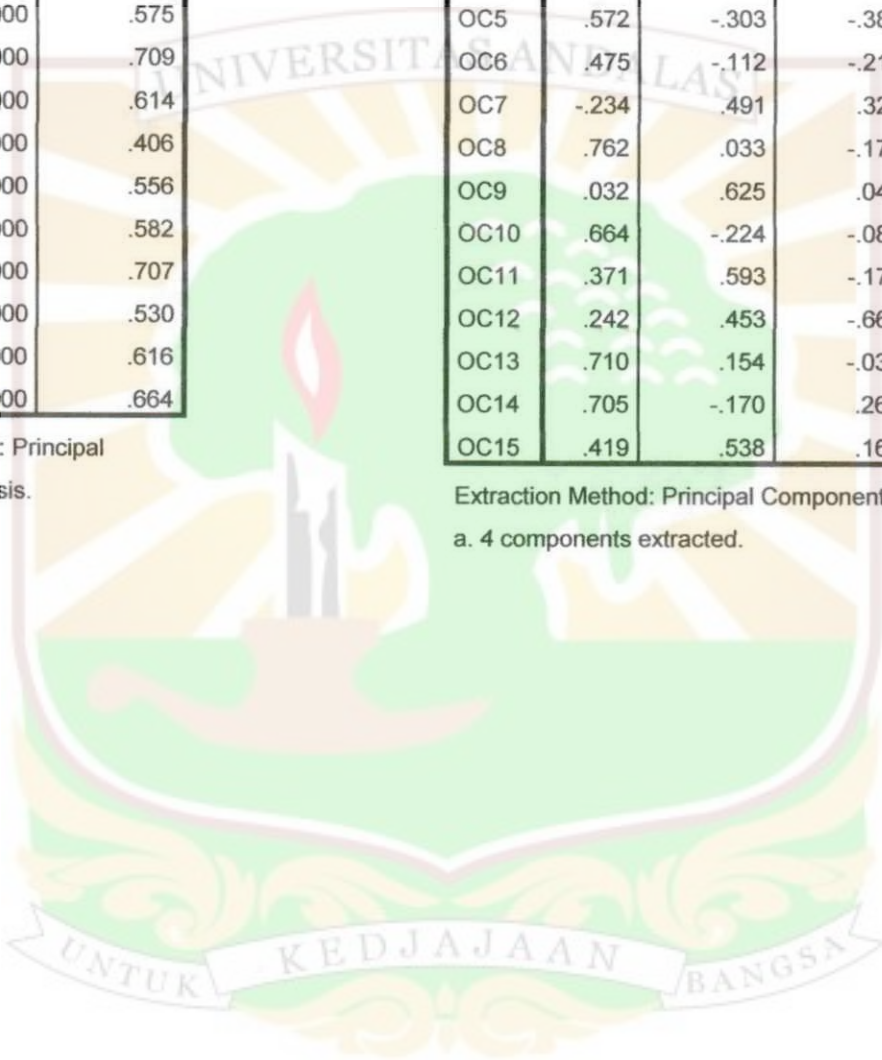
Reliability Result of Organizational Culture, Job Satisfaction, and Organizational Commitment

Bureaucratic Culture

Reliability Statistics

Cronbach's Alpha	N of Items
.676	6

Innovative Culture

Reliability Statistics

Cronbach's Alpha	N of Items
.651	5

Supportive Culture

Reliability Statistics

Cronbach's Alpha	N of Items
.823	7

Job Satisfaction

Reliability Statistics

Cronbach's Alpha	N of Items
.752	5

Organizational Commitment

Reliability Statistics

Cronbach's Alpha	N of Items
.822	11

APPENDIX 4

P-P PLOT OF ALL VARIABLE

Normal P-P Plot of Regression Standardized Residual

Dependent Variable: COMMITMENT
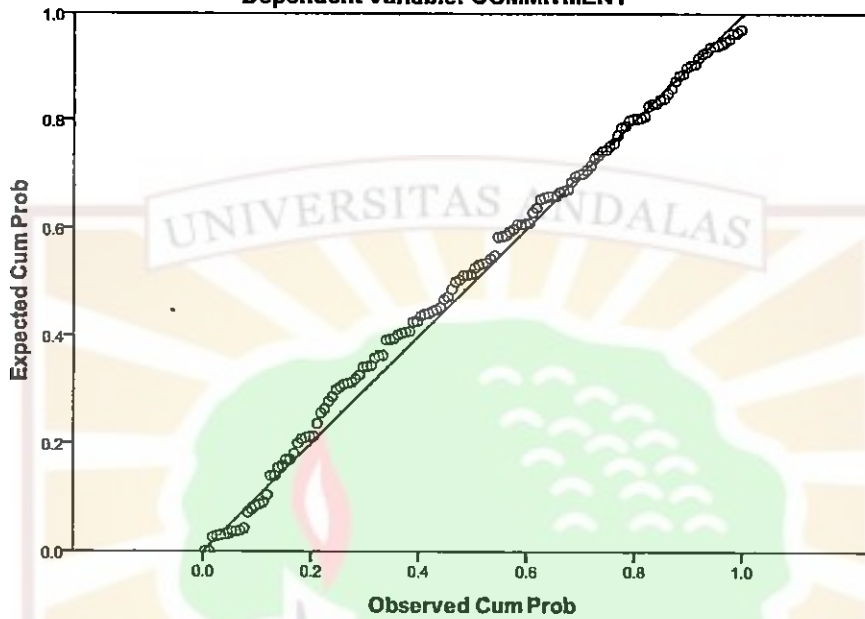
Partial Regression Plot

Dependent Variable: COMMITMENT
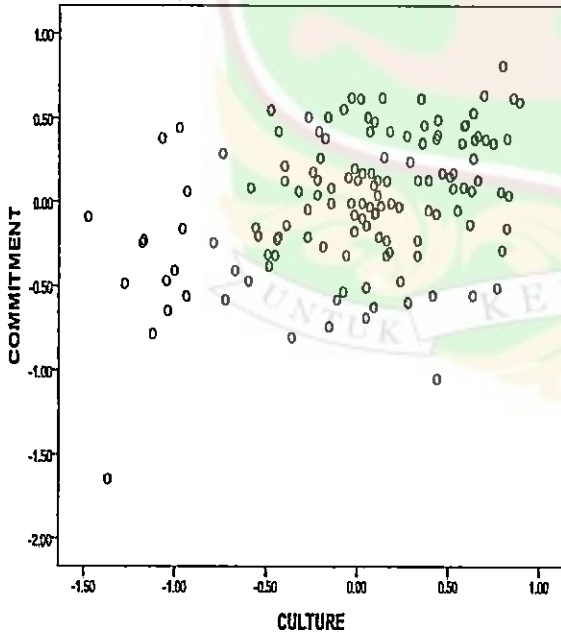
Partial Regression Plot

Dependent Variable: COMMITMENT
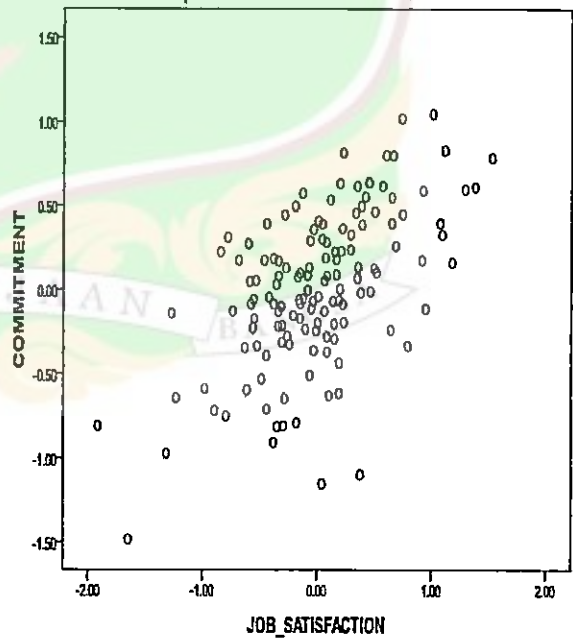
APPENDIX 5

Descriptive Analysis of Organizational Culture, Job Satisfaction and Organizational Commitment

Descriptive Statistics

	Mean	Std. Deviation	N
CULTURE	3.7056	.57730	140
JOB_SATISFACTION	3.7643	.61035	140
COMMITMENT	3.5087	.48333	140

Coefficients Correlation Analysis of Organizational Culture, Job Satisfaction and Organizational Commitment

Correlations

		CULTURE	JOB_SATISFACTION	COMMITMENT
CULTURE	Pearson Correlation	1	.357[**]	.493[**]
JOB_SATISFACTION	Pearson Correlation	.357[**]	1	.643[**]
COMMITMENT	Pearson Correlation	.493[**]	.643[**]	1

[**]. Correlation is significant at the 0.01 level (2-tailed).

APPENDIX 6

REGRESSION RESULTS

Linear Regression between Organizational Culture and Job Satisfaction

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.605	1	6.605	20.175	.000[a]
	Residual	45.177	138	.327		
	Total	51.781	139			

a. Predictors: (Constant), CULTURE

b. Dependent Variable: JOB_SATISFACTION

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.365	.315		7.503	.000
	CULTURE	.378	.084	.357	4.492	.000

a. Dependent Variable: JOB_SATISFACTION

Linear Regression between Bureaucratic Culture and Job Satisfaction

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.660	1	8.660	27.713	.000[a]
	Residual	43.122	138	.312		
	Total	51.781	139			

a. Predictors: (Constant), BUREAUCRATIC

b. Dependent Variable: JOB_SATISFACTION

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.161	.308		7.012	.000
	BUREAUCRATIC	.400	.076	.409	5.264	.000

a. Dependent Variable: JOB_SATISFACTION

Linear Regression between Innovative Culture and Job Satisfaction

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.632	1	1.632	4.491	.036[a]
	Residual	50.149	138	.363		
	Total	51.781	139			

a. Predictors: (Constant), INNOVATIVE

b. Dependent Variable: JOB_SATISFACTION

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.187	.277		11.503	.000
	INNOVATIVE	.172	.081	.178	2.119	.360

a. Dependent Variable: JOB_SATISFACTION

Linear Regression between Supportive Culture and Job Satisfaction

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.678	1	5.678	16.996	.000[a]
	Residual	46.103	138	.334		
	Total	51.781	139			

a. Predictors: (Constant), SUPPORTIVE

b. Dependent Variable: JOB_SATISFACTION

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.702	.262		10.302	.000
	SUPPORTIVE	.287	.070	.331	4.123	.000

a. Dependent Variable: JOB_SATISFACTION

Linear Regression between Job Satisfaction and Organizational Commitment

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.962	1	15.962	97.415	.000[a]
	Residual	22.612	138	.164		
	Total	38.574	139			

a. Predictors: (Constant), JOB_SATISFACTION

b. Dependent Variable: COMMITMENT

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.738	.214		8.102	.000
	JOB_SATISFACTION	.555	.056	.643	9.870	.000

a. Dependent Variable: COMMITMENT
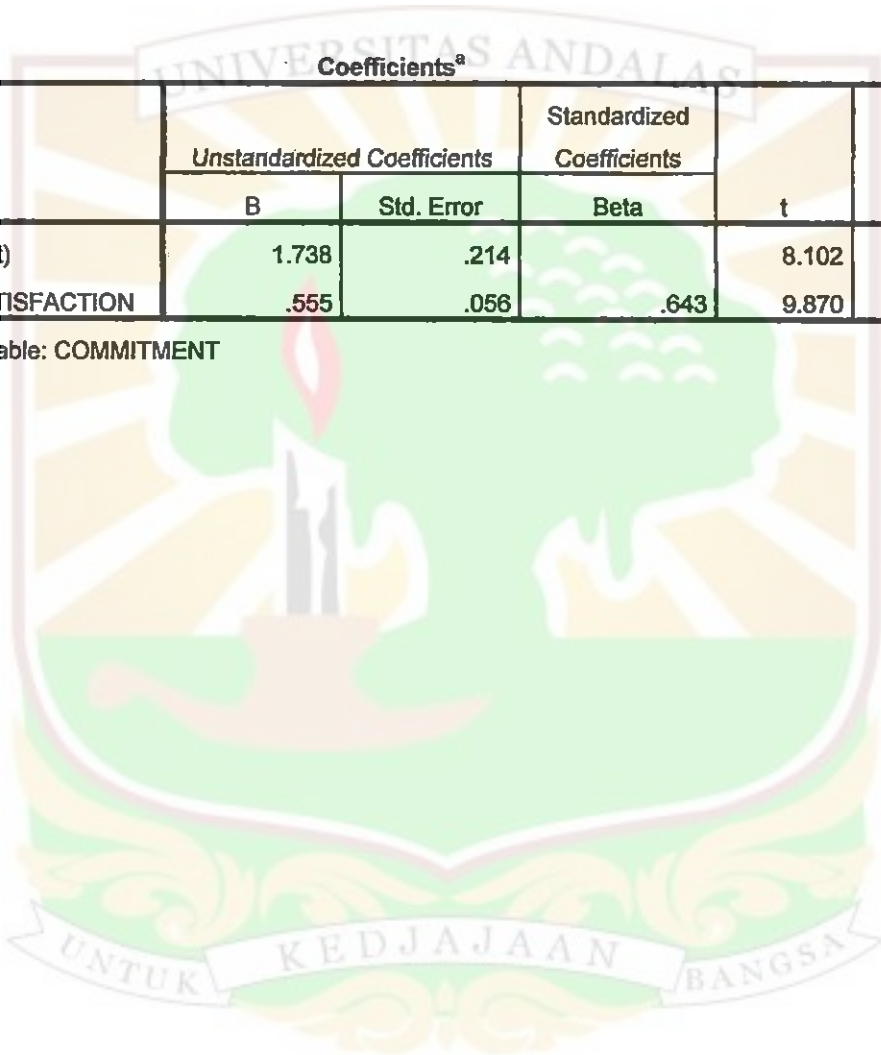
Linear Regression between Organizational Culture and Organizational Commitment

Descriptive Statistics

	Mean	Std. Deviation	N
COMMITMENT	3.8279	.52680	140
CULTURE	3.7056	.57730	140

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.162	.253		8.530	.000
	CULTURE	.450	.068	.493	6.650	.000

a. Dependent Variable: COMMITMENT

Linear Regression between Bureaucratic Culture and Organizational Commitment

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.770	1	7.770	34.807	.000^a
	Residual	30.805	138	.223		
	Total	38.574	139			

a. Predictors: (Constant), BUREAUCRATIC

b. Dependent Variable: COMMITMENT

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.309	.260		8.865	.000
	BUREAUCRATIC	.379	.064	.449	5.900	.000

a. Dependent Variable: COMMITMENT

Linear Regression between Innovative Culture and Organizational Commitment

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.478	1	4.478	18.124	.000[a]
	Residual	34.096	138	.247		
	Total	38.574	139			

a. Predictors: (Constant), INNOVATIVE

b. Dependent Variable: COMMITMENT

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.872	.228		12.570	.000
	INNOVATIVE	.285	.067	.341	4.257	.000

a. Dependent Variable: COMMITMENT

Linear Regression between Supportive Culture and Organizational Commitment

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.923	1	8.923	41.531	.000[a]
	Residual	29.651	138	.215		
	Total	38.574	139			

a. Predictors: (Constant), SUPPORTIVE

b. Dependent Variable: COMMITMENT

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.496	.210		11.868	.000
	SUPPORTIVE	.360	.056	.481	6.444	.000

a. Dependent Variable: COMMITMENT

Hierarchical Regression between Organizational Culture and Organizational Commitment and Job Satisfaction as Mediating Variable

Model Summary[c]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.493[a]	.243	.237	.46010
2	.702[b]	.493	.486	.37782

a. Predictors: (Constant), CULTURE

b. Predictors: (Constant), CULTURE, JOB_SATISFACTION

c. Dependent Variable: COMMITMENT

ANOVA[c]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	93.61	1	9.361	44.221	.000[a]
	Residual	29.213	138	.212		
	Total	38.574	139			
2	Regression	19.018	2	9.509	66.612	.000[b]
	Residual	19.557	137	.143		
	Total	38.574	139			

a. Predictors: (Constant), CULTURE

b. Predictors: (Constant), CULTURE, JOB_SATISFACTION

c. Dependent Variable: COMMITMENT

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.162	.253		8.530	.000
	CULTURE	.450	.068	.493	6.650	.000
2	(Constant)	1.069	.247		4.327	.000
	CULTURE	.275	.059	.301	4.627	.000
	JOB_SATISFACTION	.462	.056	.536	8.225	.000

a. Dependent Variable: COMMITMENT