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THE EFFECT OF ORGANIZATIONAL CULTURE, NON FINANCIAL COMPENSATION AND JOB SATISFACTION ON ORGANIZATIONAL COMMITMENTS IN THE CENTER FOR STRATEGIC STUDIES OF TNI

Saputra Ridwan¹⁾, Herminingsih Anik²⁾^{1,2)}Mercu Buana University, Jakarta, Indonesia

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Corresponding author:

First Author

Email:

nawix1@gmail.comanik.herminingsih@mercubuana.ac.id

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Abstract: The purpose of this study was to determine the effect intended overall and partial between culture organizations, non-financial compensation, job satisfaction and organizational commitment. Methods used in this research is by distributing questionnaires to employees is using a Likert scale, respondents who used as many as 55 employees, using SPSS 25 software programs, data analysis performed using validity, reliability and correlation of multiple linear regression. Sampling techniques were obtained from a sample of 55 respondents, data analysis techniques using multiple linear regression. The results showed that; (1) Cultural organizations significantly influence organizations commitment; (2) Non-Financial compensation significantly influence organizations commitment; (3) Job satisfaction significantly influence organizations commitment; (4) Organization culture and job satisfaction significantly influence organizations commitment

Key Words: Organizational Culture, Non-financial Compensation, Job Satisfaction and Organizational Commitment

INTRODUCTION

Increasing the role of government organizations in achieving the goals of bureaucratic reform requires joint commitment among employees in realizing organizational goals with good governance. Organizational commitment is the identification and involvement of someone who is relatively strong towards the organization and is willing to work hard for the achievement of organizational goals. This is in line with the opinion of Robbins and Judge (2015: 47) organizational commitment is the level where a worker identifies an organization, goals, and hopes to remain a member.

Organizational commitment is one of the keys that helps determine the success of an organization to achieve its goals, because employees who are committed to the organization will be able to show work attitudes that are attentive to their duties, have the responsibility to carry out tasks and are very loyal to the organization. In addition, they will participate and be actively involved in trying to achieve organizational goals and maintain the organization's values. Employees who have high organizational commitment (employee commitment) then employees will have attitudes that reflect employee loyalty to the organization and ongoing processes in which organizational members express their concern for the organization and success and continuous progress (Luthans, 2015: 249).

Empirical research that shows that one of the factors that most influences organizational commitment is organizational culture. According to Robbins (2015: 289) organizational culture is defined as a set of value systems that are recognized and created by all its members, which differentiates their organizations from one another based on the perception of their employees. Employees' perception of culture in an organization if it is not good will make employees tend to be dissatisfied with their work. Job satisfaction can be defined as an emotional attitude that is fun and loves the job (Hasibuan, 2017: 202), while according to Simamora (2015) that the satisfaction obtained by workers comes from the work itself, or from the psychological, and / or physical environment in which the person works is an aspect of non-financial compensation. Unclear career systems and unequal treatment in rewards and punishments are also sources of employee dissatisfaction, which means that lack of appreciation for experience and expertise as well as career paths and promotions that are not properly designed can lead to apathy at work because they do not provide hope better in the future. The success and performance of a person in a field of work is largely determined by the level of competence, professionalism and commitment to the occupied field.

Based on the background above, then there are some problems that will be identified problems found in the study as follows: (1). Does organizational culture influence organizational commitment at the Center For Strategic Studies of TNI? (2). Does non-financial compensation affect organizational commitment at the Center For Strategic Studies of TNI? (3). Does job satisfaction influence organizational commitment at the Center For Strategic Studies of TNI?

The formulation of the problem will be answered in the conclusion, therefore this study is to find out and analyze "The Effect of Organizational Culture, Non-Financial Compensation and Employee Job Satisfaction on Organizational Commitment at the Center For Strategic Studies of TNI"

LITERATURE REVIEW

Organizational Culture

Organizational Culture as a pattern of shared assumptions learned by a group in solving problems through external adaptation and internal integration that has worked well enough to be considered true (Schein, 2016). Reaffirming the meaning of organizational culture, Kreitner and Kinicki (2014: 62) state that organizational culture is a shared value and belief that underlies the identity of an organization. For this reason, employees who join an organization must have an understanding and conformity with the culture of the organization or be able to socialize well. Organizational Culture as a pattern of shared assumptions learned by a group in solving problems through external adaptation and internal integration

that has worked well enough to be considered true (Schein, 2016).

An organization to stay healthy must adapt to its external environment. When organizations achieve success, the values, ideas, and practices that support organizational success are internalized. However, when the environment changes, the values possessed can actually result in decreased employee commitment to the organization.

The organizational culture indicators that can be explained in this study are: 1). Innovative Dare to take risks & be creative, 2). Accuracy, analysis and attention to detail, 3). Careful; Focus on results; Good motivation, 4). Effects of results on individuals in the organization, 5). Compact Well organized; Siding with common interests, 6) Aggressive and competitive, and not being relaxed, 7). The status quo is compared to growth.

Thus the function of organizational culture is a system of values obtained and developed by the organization from the pattern of habits and basic philosophy of its founders, which through the process of socialization is formed into rules that serve as guidelines in thinking and acting by all members of the organization in an effort to achieve organizational goals.

Non-financial Compensation.

Compensation is the result of the sale of human resources by employees of an organization or agency. But there is also an understanding that the employees who have given all their work capabilities to the agency, the agency naturally appreciates the painstaking by giving reward to them in kind. According to Mathis and Jackson (2015), basically humans work to get reciprocity to meet their needs. For this reason, an employee begins to appreciate hard work and increasingly shows loyalty to an agency and because of that the agency rewards the work of the employee by giving compensation.

According to Kadarisman (2016: 1) the meaning of compensation is what a person / employee / worker receives in return for the work he has given. Compensation provided by the organization is in the form of money, but some are not in the form of money. Compensation in the form of wages is generally in the form of money, so the possibility of real value fluctuates. From this thought it can be concluded that compensation is all forms of income, both financially and non-financially received by workers or employees in return for all their contributions that have been given to the company. But in this study, researchers only limited to the non-financial compensation variable.

According to Flippo (1996) in Suwatno (2015: 220) Compensation is an appropriate and fair compensation for employees because they have contributed to the achievement of the organization. In addition, the notion "compensation is all income in the form of money, direct or indirect goods received by employees in return for services rendered to the company" (Hasibuan, 2017: 118).

On the other hand Kadarisman's opinion (2016: 270-271), non-financial compensation or complementary compensation is also referred to as fringe benefit which is one form of compensation in the form of packages / benefits and employee service programs with the main intention to maintain the existence of employees as members of the organization in the long run. While the dimensions and indicators of non-financial compensation are as follows: (1). Occupation, (2). Work environment, (3). Appreciation.

Job satisfaction.

Basically, job satisfaction is an individual thing, each individual has a different level of satisfaction in accordance with the system of values that apply to him, this is caused by differences in him and each individual. The more aspects of the work in accordance with individual desires, the higher the level of satisfaction is felt and vice versa. The relationship between subordinates and the leadership is very important in increasing work productivity. Job satisfaction can be improved through attention and good relations from the leadership to subordinates, so that employees will feel that they are an important part of the work organization.

Four factors that are conducive to the emergence of high levels of employee job satisfaction include work that is mentally challenging (jobs that provide opportunities for them to use their skills and abilities and offer a variety of tasks, freedom, and feedback on how their performance is), rewarded (employees want a payment system and promotion policy that they consider fair, meaningless, and in accordance with their expectations), supportive working conditions (their work environment for personal comfort as well as to facilitate good performance), and supportive work partners (work also meet the needs of their social interactions with work partners and the behavior of superiors), according to Robbins and Judge (2016: 112).

Job satisfaction is a feeling employees have about their current workplace conditions. Work-related feelings involve aspects such as wages or salaries received, opportunities for career advancement, relationships with other employees, work placement, type of work, organizational structure, quality of supervision. According to Robbins and Judge (2016), dimensions related to job satisfaction include: 1). Work, 2). Salary, wages or Rewards, 3) Superiors or Supervision, 4). Job Promotion. The indicators in this study are: 1). Love for work, 2) Ability in work, 3). Work feedback, 4). Salary received and in accordance with the skills, 5). Leaders become family figures, 6). Leaders value work, 7). Job promotion.

Organizational Commitment.

Organizational commitment is often seen as a psychological aspect of an individual so it is very rare for Indonesian students and researchers to raise the topic of commitment. Explored deeper, commitment is a behavior that can directly affect individual work performance. Kreitner and Kinicki (2014: 165) provide a definition of organizational commitment as the degree to which a person recognizes an organization and is bound to its goals. This is an important work attitude because committed people are expected to be able to show a willingness to work harder to achieve organizational goals and a greater sense of desire to keep working in an organization.

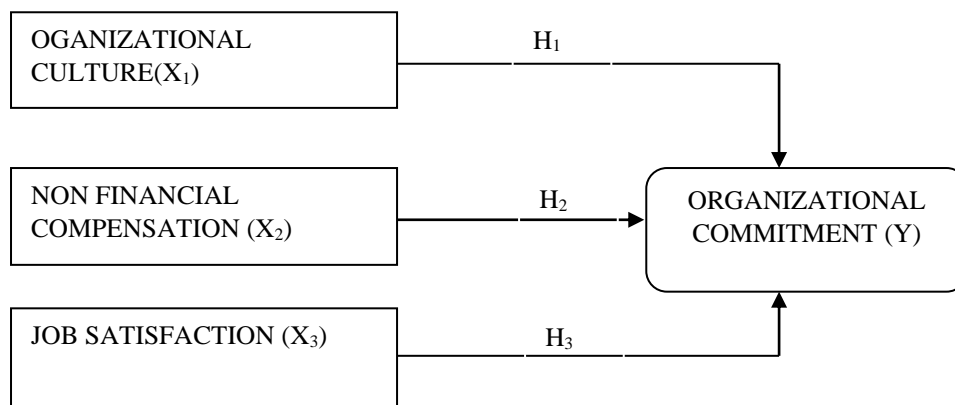
Like most subjective attitude variables, organizational commitment is measured by self-report scale. Historically, the first organizational commitment to gain widespread use was the Organizational Commitment Questionnaire (OCQ). The original OCQ was mainly reflected in what Meyer and Allen (2013: 46-47) outlined as affective commitment and at a lower level, namely normative commitment. The original OCQ also contains a section that measures the desire to move an employee. Mathieu and Zajac reported that the mean internal consistency reliability for various forms of OCQ was all 0.80. The main limitation of OCQ is that the steps are mainly the affective component of organizational commitment, thus providing very little information about the continuation and normative component. This is an important limitation because different forms of commitment relate to different outcomes.

The following will explain the dimensions of organizational commitment summarized by Zurnali (2016: 55) in his book "Learning Organization, Competency, Organizational Commitment, and Customer Orientation: Knowledge Worker. Research Framework for Human Resource Management in the Future" defines each dimension of organizational commitment as follows: (1). Affective commitment (affective commitment) is a feeling of love for the organization that raises the willingness to stay and foster social relationships and appreciate the value of relationships with the organization because it has become a member of the organization, (2). Continuous commitment is a feeling of heaviness to leave the organization due to the need to survive with consideration of costs when leaving the organization and rewards regarding participation in the organization, (3). Normative commitment (normative commitment) is a feeling that requires to survive in the organization due to obligations and responsibilities to the organization based on consideration of norms, values and beliefs of employees.

This variable is measured by indicators including, inter alia: 1). Proud to be part of the organization, 2). Proud of the organization to others, 3). Caring about the fate of the organization, 4). Happy to choose to work at this organization, 5). Value similarity, 6). Work beyond the target.

Based on the literature review and some research that has been done, a framework for the influence of organizational culture, non-financial compensation and employee job satisfaction to organizational commitment in the Center For Strategic Studies of TNI.

Figure 1. Thinking Framework for organizational culture, non-financial compensation and employee job satisfaction with organizational commitment



Research Hypothesis. Based on the literature review presented earlier, several hypotheses have been obtained. To better understand the hypothesis it can be seen in the chart below:

- H₁ Organizational culture has a significant effect on organizational commitment at the Center For Strategic Studies of TNI
- H₂ Non-financial compensation significantly influences organizational commitment at the Center For Strategic Studies of TNI.
- H₃ Job satisfaction has a significant effect on organizational commitment at the Center For Strategic Studies of TNI.

RESEARCH METHODS

Types of research

This type of research conducted by the author is quantitative descriptive, with quantitative data collection methods and using survey methods. According to Arikunto (2015: 3) descriptive research is research that is intended to investigate the circumstances, conditions or other things that have been mentioned, the results of which are presented in the form of research reports.

Operational definition

Organizational culture variables (X_1) are defined by Robbin and Coulter (2016): Innovative ($X_{1.1}$), Attention to detail ($X_{1.2}$), Results Orientation ($X_{1.3}$), Individual Orientation ($X_{1.4}$), Team Orientation ($X_{1.5}$), Aggressiveness ($X_{1.6}$), Stability ($X_{1.7}$); Non-Financial Compensation variables (X_2) are defined by Simamora (2015): Work itself ($X_{2.1}$), Work Environment ($X_{2.2}$), Awards ($X_{2.3}$); Job satisfaction variables are defined by Robbin and Judge (2015): Employment ($X_{3.1}$), Salary / wages ($X_{3.2}$), Job Promotion officiate ($X_{3.3}$), Supervision ($X_{3.4}$), Co-workers ($X_{3.5}$); organizational commitment variables are defined by Meyer and Allen (2013): Affective Commitment (Y_1), Continuance Commitment (Y_2), Normative Commitment (Y_3).

Variable Measurement

The independent variable (independent) in this study consists of organizational culture (X_1), non-financial compensation (X_2), and job satisfaction (X_3), while the dependent variable in this study is organizational commitment (Y).

Method of collecting data

This study, using a questionnaire consisting of 35 question items with the following details: 1). Organizational Culture (14 question items), 2). Non-financial compensation (9 question items), 3). Job satisfaction (11 question items). 3). Organizational Commitment (17 question items) The data analysis method used to test the hypothesis is multiple regression analysis. The reason for this research was done by multiple regression because in this research model using organizational culture variables, non-financial compensation, job satisfaction, and organizational commitment. Besides that, each variable is measured through indicators, so it is necessary to test the feasibility of the model whether the model analyzed in this study is in accordance with the actual situation.

Population

According to Arikunto (2015: 104) if the total population is less than 100 people, then the total sample is taken, but if the population is greater than 100 people, then it can be taken 10-15% or 20-25% of the total population. Based on this study because the total population is not greater than 100 respondents, the authors take 100% of the population in the Pusjianstra TNI as many as 55 respondents. Thus the use of the entire population without having to draw research samples as observation units is referred to as census techniques. In collecting research data, the questionnaire was chosen as a method of collecting data in this study. The questionnaire is a list of written statements that have been formulated previously that will be answered by respondents (Sugiyono, 2016: 230). The statement in the questionnaire is a

closed statement in which the respondent is asked to make a choice between a series of alternatives given by the researcher (Istijanto, 2014: 334).

Sample

This study uses a data collection tool (instrument) in the form of a questionnaire. Testing the validity of the instruments in this study was conducted using the Pearson Product Moment correlation method, to find out whether each item in the instrument was valid or not. Can be known by correlating the item score (r_{count}) with the total score ($r_{critical}$).

Table 1.1. Research Samples

No	Directorate	Total Population (Person)
1.	Sekretariat	20
2.	Olah Yudha	7
3.	Alutsista	7
4.	Dokopslat	7
5.	OMSP	7
6.	Minlog	7
Total		55

Source : Data of Urpers Bagtaud Pusjianstra TNI (2019)

The reliability testing method in this study is by testing the Cronbach's Alpha (with SPSS 25 Software) and a variable can be declared reliable if it produces a Cronbach Alpha value > 0.6. The higher the reliability coefficient (close to 1.00) means the higher the reliability. This research uses multiple linear regression analysis method which is used to determine whether organizational culture variables, non-financial compensation variables and job satisfaction variables have a significant or no influence on organizational commitment variables at the Center for Strategic Studies of TNI.

Data analysis method

Validity test

The validity of research data is determined by an accurate measurement process. Test this validity by using the Product Moment correlation technique formula, with a significance level of 0.05.

Reliability Test

The reliability testing method in this study is by testing the Cronbach's Alpha (with SPSS 25 Software) and a variable can be declared reliable if it produces a Cronbach Alpha value > 0.6. The higher the reliability coefficient (close to 1.00) means the higher the reliability.

Classic assumption test

The Classic Assumption Test consists of the Normality Test, the Multicollinearity Test and the Heteroscedasticity Test. This test is intended to ensure that the model obtained really meets the basic assumptions in the regression analysis that includes the assumptions.

Regression Analysis

In this study using multiple linear regression analysis method used to determine whether organizational culture variables, non-financial compensation variables and job satisfaction variables have a significant effect or not on the organizational commitment variable. In testing the hypothesis used the t test and supported by the coefficient of determination (R squared) and using the Coefficient of Interdimensional Correlation Matrix Analysis.

DISCUSSION

Characteristics of Respondents based on Gender

Table 1.2 Characteristics of Respondents

No	Characteristics	Quantity	Percentage
1.	Usia		
	23 – 27 years old	-	
	28 – 32 years old	5	9%
	>33 years old	50	91%
	Total	55	100%
2.	Gender		
	Male	52	95%
	Female	3	5%
	Total	55	100%
3.	Education		
	Senior High School	15	27%
	D3	5	9%
	S1	23	42%
	S2	12	22%
	Total	55	100%
4.	Working time		
	≤ 5 years	10	18%
	≥ 5 years	45	82%
	Total	55	100%

Source: Researcher processed data (2019)

Characteristics of Respondents based on questionnaire answers

Based on the distribution of respondents' answers that the majority of respondents were male as many as 52 respondents or equivalent to 95% and the number of female respondents amounted to 3 respondents or equal to 5%. The most number of respondents were male 52 respondents or equivalent to 95% illustrated that from the total number of respondents the majority of employees who worked at the Center for Strategic Studies of TNI were male so that the male role was very dominant compared to the female role. The number of respondents was based on the age level of 55 respondents. The results of data collection stated that aged 28-32 years amounted to 9% (5 respondents), age > 33 years amounted to 91% (50 respondents).

The majority of education levels are S1 graduates of 23 people or 42% equivalent,

while high school graduates are 15 respondents or 27%, D3 / Diploma are 5 respondents or 9% equivalent, while S2 / Masters are 12 respondents or 22% equivalent. Qualified education are highly needed by agencies in supporting efforts to improve the implementation of tasks and functions of agencies especially in producing optimal strategic studies. Respondents indicated that the highest number of employees had a tenure of less than five years of 10 respondents or 18% equivalent, then ≥ 5 years of 45 respondents or equivalent to 82%. It can be concluded that the majority of Center for Strategic Studies of TNI are employees whose majority can last long enough in the institutions.

Research Data Analysis

Validity and Reliability Test

The results of the validity and reliability test are instruments presented to be able to show that all indicator items are valid and reliable.

Table 1.3 Validity Test

Variabel	Dimension	<i>Pearson</i> (r_{count})	r table	Result
ORGANIZATIONAL CULTURE	Inovatif	0,4290	0,2241	Valid
	Attention to detail	0,3950	0,2241	Valid
	Results Orientation	0,4605	0,2241	Valid
	Individual Orientation	0,4220	0,2241	Valid
	Team Orientation	0,3660	0,2241	Valid
	Agresifitas	0,4645	0,2241	Valid
	Stabilitas	0,3135	0,2241	Valid
	NON FINANCIAL COMPENSATION	Work itself	0,3030	0,2241
Work environment		0,4236	0,2241	Valid
Appreciation		0,4337	0,2241	Valid
JOB SATISFACTION	Employment	0,5880	0,2241	Valid
	Salary/Wage	0,4965	0,2241	Valid
	Promotion			
	officiate	0,3995	0,2241	Valid
	Supervision	0,4190	0,2241	Valid
	Co-workers	0,4703	0,2241	Valid
ORGANIZATIONAL COMMITMENT	Affective Commitment	0,3785	0,2241	Valid
	Continuance Commitment	0,5855	0,2241	Valid
	Normative Commitment			
	Commitment	0,5097	0,2241	Valid

Source: Researcher processed data (2019)

In Table 1.3, shows that based on the value of Person Product Moment or r-count from

the dimensions of organizational culture, non-financial compensation, job satisfaction and organizational commitment is greater than the value of r_{table} , so that all instruments in this study can be used to measure a symptom or declared valid as a variable measurement tool.

Tabel 1.4. Reliability Test

Variable	Cronbach's Alpha
Organizational Culture	0,684
Non Financial Compensation	0,678
Job Satisfactor	0,700
Organizational Commitmen	0,734

Source: Researcher processed data (2019)

Based on Table 1.4. By using the Alpha method the Cronbach's Alpha test results are obtained for organizational culture variables, non-financial compensation and employee job satisfaction above 0.6, this shows the three variables above are reliable. Thus each of the research variable questions indicates consistency or the instrument used is reliable.

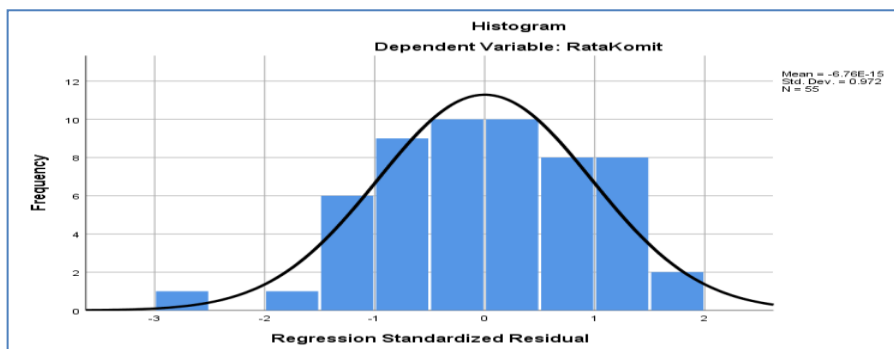
Classic assumption test

Before a multiple linear regression analysis is performed it is necessary to test the classic assumptions including:

a. Normality test.

Ghozali (2016: 154) explains that the normality test can be done by looking at the Normal P-P Plot of Regression Stan. If the data spreads around the diagonal line and follows the diagonal direction, the regression model meets the assumption of normality, then the research data can be obtained to form a normal curve like in the following figure:

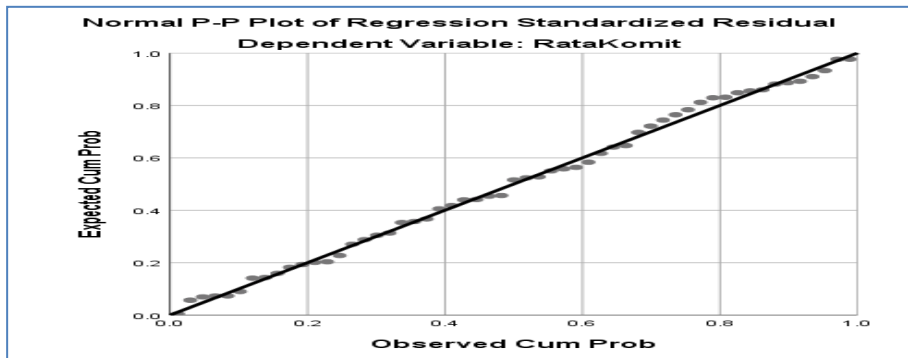
Figure 2. Research Data Histogram Diagram



Source: Researcher processed data (2019)

Based on the histogram diagram of Figure 2, it can be seen that the data is normally distributed. In addition to the depiction of the histogram diagram, the distribution of research data is normally distributed or not can also be known through the graph of the probability plot or the Normal P-P plot.

Figure 3. Graph of Probability Plot



Source: Researcher processed data (2019)

Based on Figure 3, showing the spread of points around the diagonal line and following the direction of the diagonal line indicates the regression model meets the normality assumption, in other words the research data are close to the diagonal line of the Normal P-P curve. Plot means the data is normally distributed.

b. Multicollinearity Test

Table 1.5. Multicollinearity Test Results

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Organization Culture	0,768	1,301
Non Financial Compensation	0,775	1,290
Job Satisfaction	0,982	1,018

Source: Researcher processed data (2019)

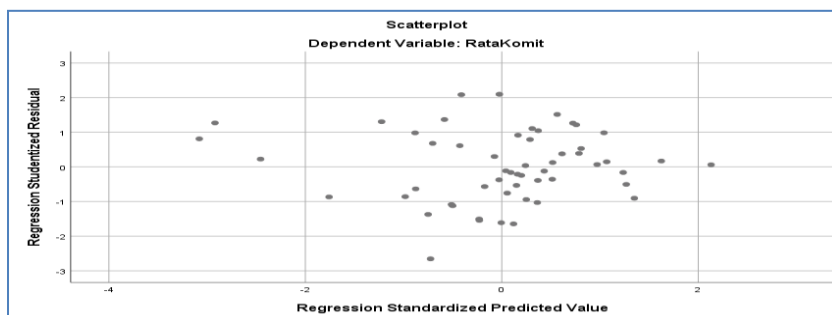
Based on the results of the multicollinearity test in Table 1.5, the values of all the variables used as predictors of the regression model show that the VIF value is small, namely for organizational culture: 1,301; non-financial compensation: 1,290 and job satisfaction: 1,018 means that the VIF value for both variables is less than 10 (<10). For the tolerance value of organizational culture variables 0.768; non financial compensation: 0.775 and job satisfaction: 0.982 means that the tolerance value means greater than 0.10 (> 0.10). This means that the independent variables used in the study do not show the presence of multicollinearity symptoms in the linear regression model which means that all of these variables can be used as independent variables.

c. Heteroscedasticity Test

How to find out whether the assumption of homoscedasticity is fulfilled can be done by making scatterplot data between the predicted values (ZPRED = Regression Standardized Predicted Value) with the residual value (SRESID = Regression Standardized Residual). If a scatterplot is found in a certain pattern, it indicates heteroscedasticity. If there are no specific

patterns and the points spread above and below zero then it can be said that there is no heteroscedasticity and the assumption of homoscedasticity can be fulfilled.

Figure 4. Scatter Plot of Research Data



Source: Researcher processed data (2019)

Based on Figure 4, it appears that the spread of residual values over predicted values does not form a particular pattern. The scatter diagram above does not form a specific pattern, the state of homokedaticity is fulfilled so that the regression model is feasible to predict Organizational Commitment based on input of independent variables.

4.4. Regression Analysis

The following are the results of data processing on the respondents' assessment of the influence of organizational culture, non-financial compensation and job satisfaction on organizational commitments by Center for Strategic Studies employees with 55 respondents. Data distribution of respondents' answers are as follows:

**Table 1.6. Multiple Linear Regression Analysis
Coefficients^a**

Model		<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,068	1,136		1,821	0,074
	Organization al Culture	0,799	0,244	0,400	3,273	0,002
	Non Financial Compensatio n	0,911	0,176	0,631	5,185	0,000
	Job Satisfaction	0,336	0,146	0,250	2,310	0,025

a. *Dependent Variable:* Organizational Commitmen

Source: Researcher processed data (2019)

Based on Table 1.6. can be seen the regression equation obtained is:

$$Y = 2,068 + (0,799X1) + 0,911X2 + 0,336X3 + e$$

Explanation :

Y = Organizational Commitmen

X₁ = Organizational Culture

X₂ = Non Financial Compensation

X₃ = Job Satisfaction

e = Residual Error

From the regression equation above it can be interpreted and concluded as follows:

(1) A constant of 2.068 states that, if the organizational culture variable (X₁), non-financial compensation (X₂) and job satisfaction (X₃) are 0, the organizational commitment is 2.068; (2) The regression coefficient X₁ of the organizational culture variable is 0.799, stating that for each addition of 1 organizational culture, organizational commitment again increases by 0.799; (3) Regression coefficient X₂ of non-financial compensation variable is 0,911 which states that every 1 addition of non-financial compensation value, organizational commitment again increases by 0,911; (4) The regression coefficient X₃ of the job satisfaction variable is 0.336 stating that for each addition of 1 non-financial compensation value, organizational commitment again increases by 0.336.

Based on the above data it can be concluded that the independent variable that has the greatest positive contribution to organizational commitment is non-financial compensation, as well as organizational culture variables and job satisfaction also has a positive contribution, although not as large as the non-financial compensation variable.

4.5. Coefficient of Determination (R²)

Testing the coefficient of determination (R₂) is used to measure the proportion or percentage of the ability of the model in explaining the dependent variable. The coefficient of determination ranges from zero to one ($0 \leq R_2 \leq 1$). If R₂ gets bigger (close to one), then it can be said that the effect of the independent variable (X) is large on the dependent variable (Y). This means that the model used is getting stronger to explain the effect of independent variables on the dependent variable.

Table 1.7. Analysis of Determination Coefficient Data (R²)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0,644 ^a	0,415	0,380	0,39927	1,564

a. *Predictors:* (Constant), Organizational Culture, Non Financial Compensation, Job Satisfaction

b. *Dependent Variable:* Organizational Commitmen

Source: Researcher processed data (2019)

Based on the results of primary data processing using the SPSS 25.0 obtained an R² coefficient of 0.415. This shows that the percentage of contribution of independent variables (organizational culture, non-financial compensation and job satisfaction) is able to explain the dependent variable of organizational commitment (Y) of 41.5% while the remaining 59.5% is

explained by other variables not included in this research.

4.6. Hypothesis Testing (t test).

Based on the results of data acquisition using SPSS V.25 the output values can be obtained in the following table:

**Table 1.8. t-test Results
Coefficients^a**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,068	1,136		1,821	0,074
	Organization al Culture	0,799	0,244	0,400	3,273	0,002
	Non Financial Compensation	0,911	0,176	0,631	5,185	0,000
	Job Satisfaction	0,336	0,146	0,250	2,310	0,025

a. *Dependent Variable*: Organizational Commitmen

Source: Researcher processed data (2019)

Based on Table 1.8. above, to find out in the independent variable regression model partially a significant influence on the dependent variable, it can be seen in the following:

1) Organizational Culture t-test (X_1) to Organizational Commitment (Y)

Based on calculations in Table 1.8. above, we get a t-test of 3.273 and a t-table calculation with a significance level criterion of 0.05 and a degree of freedom (df) = n - k or 55 - 4, then a t-table value of 2.007 is obtained. Thus t-count (3.273) > t-table (2.007), where a significant value of 0.002 < 0.05, which means H_a is accepted, which can be concluded that there is a significant influence between Organizational Culture on Organizational Commitment.

2) Non-Financial Compensation t-test (X_2) to Organizational Commitment (Y)

Based on calculations in Table 1.8. above, the t-count of 5.185 is obtained and the ttable calculation with a significance level criterion is 0.05 and the degree of freedom (df) = n - k or 55 - 4, the ttable value of 2.007 is obtained. Thus t-count (5.185) > ttable (2.007), where a significant value of 0.000 < 0.05, which means H_a is accepted, which can be concluded that there is a significant influence between Non-Financial Compensasion on Organizational Commitment.

3) Job Satisfaction T-Test (X_3) to Organizational Commitment (Y)

Based on calculations in Table 1.8. above, we get a t-test of 2,310 and a t-table calculation with a significance level criterion of 0.05 and a degree of freedom (df) = n - k or 55 - 4, a t-table of 2.007 is obtained. Thus tcount (2.310) > ttable (2.007), where a significant

value of $0.025 < 0.05$ which means H_a can be accepted, which can be concluded that there is a significant influence between Non-Financial Compensation on Organizational Commitment.

Correlation between dimensions

Knowing which dimensions of the independent variables are the most dominant and have a large effect on the dimensions of the dependent variable, a correlation matrix is used between dimensions. Here are the calculations using the SPSS:

Table 1.9. Dimension Correlation Matrix Between Independent Variables and Bound Variables

Dimensi	Organizational Commitment Variable (Y)		
	Affective commitment (Y. ₁)	Continuance commitment (Y. ₂)	Normative commitment (Y. ₃)
Inovatif (X _{1.1})	0,634	0,214	0,233
Attention to detail (X _{1.2})	0,550	0,303	0,104
Results Orientation (X _{1.3})	0,150	0,423	0,301
Individual Orientation (X _{1.4})	0,304	0,575	0,315
Team Orientation (X _{1.5})	0,217	0,399	0,632
Agresivitas (X _{1.6})	0,207	0,272	0,097
Stabilitas (X _{1.7})	0,674	0,912	0,643
Organizational Culture Variable (X₁)			
Work (X _{2.1})	0,268	0,104	0,233
Work environment (X _{2.2})	0,181	0,050	0,179
Appreciation (X _{2.2})	0,134	0,123	0,070
Non Financial Compensation Variable (X₂)			
Job (X _{3.1})	0,264	0,144	0,228
Salary/Wage (X _{3.2})	0,127	0,120	-0,057
Promotion officiate (X _{3.3})	0,080	0,000	-0,178
Supervision (X _{3.4})	0,055	0,112	-0,070
Co-workers (X _{3.5})	0,556	0,685	0,291
Job Satisfaction Variable (X₃)			

Source: Researcher processed data (2019)

Based on Table 1.9. above, it can be concluded that the relationships between strong dimensions are as follows: (a) The influence of organizational culture on organizational commitment, the results of calculations obtained with the strongest correlation are found in the relationship between variables of stability dimensions (X_{1.7}) with continuance commitment (Y₂) with $r = 0.912$; (b) Effect of the influence of non-financial compensation on organizational commitment, then the greatest correlation is found in the relationship between

the dimensions of work ($X_{2.1}$) with affective commitment (Y_1) with $r = 0.268$; (c) The effect of job satisfaction on organizational commitment, then the greatest correlation is found in the relationship between dimensions of co-workers ($X_{3.5}$) with continuance commitment (Y_2) with $r = 0.685$.

The Effect of Organizational Culture on Organizational Commitment

Organizational culture variables, have a significant influence, this is evidenced by the β value of 0.799 showing positive, the value of t-count obtained by 3.273 and a significant value of 0.002. At a significant level of 0.05 and degrees of freedom ($df = n - k$ or $55 - 4$), a ttable value of 2.007 is obtained. Because the tcount is $3.273 > t$ -table for 2.007 and the significant value is $0.002 < 0.05$, it can be concluded that partially, organizational culture has a positive and significant effect on organizational commitment.

Based on the correlation matrix between the dimensions of the relationship between organizational culture variables and organizational commitment, the results of calculations obtained with the strongest correlation are found in the relationship between variables of stability dimensions ($X_{1.7}$) with continuance commitment (Y_2) with $r = 0.912$. This shows that changes in organizational culture variables, especially the dimension of stability, is the greatest correlation to the dimensions of continuance commitment from organizational commitment variables. The value of $r = 0.912$ shows the stability dimension has a very strong level of relationship to the dimension of continuance commitment. Thus it can be explained that stability has a great influence on organizational commitment.

Brown's opinion (1998: 306) in Herminingsih (2014: 3) states that organizational culture refers to a system of shared meanings shared by members that distinguishes the organization from other organizations. According to Robbins & Coulter (2016: 51) organizational culture is values, principles, traditions, and attitudes that influence the way members behave in organizations. A strong organizational culture will also strengthen organizational commitment to employees (Taurisa and Ratnawati, 2012). In this study in accordance with the conclusion that organizational culture has a significant contribution to organizational commitment with a significant value of less than 5%. The results of this study are also in line with testing by Wibawa and Putra (2018) which states that organizational culture has a positive effect on organizational commitment. Another study by Usmany, et al (2016) also showed a positive influence of organizational culture variables on organizational commitment variables. This allows a good organizational culture is a reflection of the optimal organization itself so that it will lead to a strong commitment of employees to try to work to continue / survive in the organization.

The Effect of Non-Financial Compensation on Organizational Commitment

Non-financial compensation variable, has a significant influence, this is evidenced by the β value of 0.911 shows positive, the t-value obtained is 5.185 and a significant value of 0.000. At a significant level of 0.05 and degrees of freedom ($df = n - k$ or $55 - 4$), a ttable value of 2.007 is obtained. Because the value of tcount is $5.185 > t$ -table for 2.007 and the significant value is $0.000 < 0.05$, it can be concluded that partially, non-financial compensation has a positive and significant effect on organizational commitment.

Based on the correlation matrix between dimensions of the relationship between non-financial compensation variables and organizational commitment, the results of calculations obtained with the strongest correlation are found in the relationship between the dimensions

of the work itself ($X_{2.1}$) with affective commitment (Y_1) with $r = 0.268$. This shows that the change in non-financial compensation variables, especially the dimensions of work itself, is the greatest correlation with the dimensions of affective commitment from organizational commitment variables. The value of $r = 0.268$ indicates the dimension of work itself has a low level of relationship with the dimensions of affective commitment. Thus it can be explained that the work itself has the greatest influence among the dimensions of the non-financial compensation variable on the organizational commitment.

According to Simamora in Priansa (2016) Non-financial compensation is any reward given to employees for remuneration other than money, namely the work environment and the work itself. Based on the results of the study, non-financial compensation has a significant contribution to organizational commitment by showing a significant value of less than 5%. On the other hand systematic testing of 55 respondents showed that there was evidence for H_0 to be rejected and H_a accepted that there was a significant contribution between non-financial compensation to organizational commitment. The results of this study are in line with testing by Ricky Prasodjo and Setiawan (2016) that non-financial compensation has a significant effect on organizational commitment. Other research by Wiharyanti (2018) also supports this research which also shows a significant positive relationship by non-financial compensation variables on organizational commitment variables.

Effect of Job Satisfaction on Organizational Commitment

Job satisfaction variable, has a significant influence, this is evidenced by the β value of 0.336 shows positive, the t-value obtained is 2.310 and a significant value of 0.025. At a significant level of 0.05 and degrees of freedom ($df = n - k$ or $100 - 4$), a t-table value of 2.007 is obtained. Because the value of t-count is $2.310 > t$ -table for 2.007 and a significant value of $0.025 < 0.05$, it can be concluded that partially, job satisfaction has a positive and significant effect on organizational commitment.

Based on the correlation matrix between the dimensions of the relationship of work satisfaction variables to organizational commitment, the results of calculations obtained with the strongest correlation found in the relationship between variables between colleagues ($X_{3.5}$) with continuance commitment (Y_2) with $r = 0.685$. This shows that changes in the variable of job satisfaction, especially the dimensions of co-workers, is the greatest correlation with the continuance commitment dimension of the variable organizational commitment. The value of $r = 0.685$ indicates that the dimensions of co-workers have a strong relationship with the dimensions of continuance commitment. Thus it can be explained that coworkers have a great influence on organizational commitment.

Robbins (2015: 170) states that job satisfaction is a general attitude towards one's work as the difference between the amount of rewards received by workers and the amount of rewards believed to be received. Badriyah (2015) states that job satisfaction is the attitude or feeling of employees towards pleasant or unpleasant aspects of work in accordance with the assessment of each employee. Based on the results of research job satisfaction has a significant contribution to organizational commitment by showing a significant value of less than 5%. This is in line with research by Zainal (2015) that job satisfaction is proven to significantly influence organizational commitment. Yousef (2016) states job satisfaction reflects employees' feelings about their work and is committed to the organization. Research by Qureshi, et al. (2012) also prove a similar result where commitment is a consequence of job satisfaction and has a positive relationship.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Based on the results of research and discussion, it can be concluded that: (1) Organizational culture partially has a significant effect on organizational commitment. Tests carried out in the previous chapter show that the significance value is smaller than the specified level of significance. The dimension of organizational culture variable that has the greatest correlation on increasing organizational commitment variables is the dimension of stability to the dimension of continuance commitment from the variable of organizational commitment. Therefore the need to maintain stability in the work environment obtained by employees to increase organizational commitment of employees to the organization; (2) Non-financial compensation partially has a significant effect on organizational commitment. Tests carried out in the previous chapter show that the significance value is smaller than the specified level of significance. The dimension of the non-financial compensation variable that has the greatest correlation on the increase in organizational commitment variable is the work dimension on the affective commitment dimension of the organizational commitment variable. Therefore it is necessary to have confidence in job responsibilities to be able to increase employee organizational commitment to the organization, especially in building and improving employee emotional relationships with the organization; (3) Job satisfaction has a partially influential significant effect on organizational commitment. The tests conducted in the previous chapter show that the significance value is smaller than the level of significance specified. The dimension of organizational culture variable that has the greatest correlation on increasing organizational commitment variables is the dimension of co-workers towards continuance commitment from the variable of organizational commitment, meaning that in terms of work, employees need harmonious cooperation with colleagues. Therefore strong employee job satisfaction can increase organizational commitment.

Recommendations

Based on the conclusions above, the writer can provide some suggestions that are expected to be a positive input and a basis for decision making in an effort to increase organizational commitment. The suggestions that the authors propose are as follows: (1) Institutions can maintain and develop existing organizational culture, especially on the stability dimension because it can have a positive impact on employees; (2) Institutions can further increase non-financial compensation given to employees, especially in the dimensions of work itself by giving more trust and responsibility in carrying out the main tasks and functions of each employee's work; (3) The importance of increasing job satisfaction, especially in the dimensions of co-workers through increased team work between co-workers (so that there is an even distribution of work tasks), organizations need to hold gatherings and outings in order to improve team work.

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