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The Influence of Work Culture and Work Environment on Organizational Commitment in The Bureau of Institutions and Implementation of The Main Staff for General Planning and Budget of The State Police Republic of Indonesia

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Abstract: The purpose of this study is to determine and analyze the influence of work culture on organizational commitment, to determine and analyze the influence of work environment on organizational commitment, to determine and analyze the influence of work culture and work environment simultaneously on organizational commitment, the calculated t value for the Work Culture variable (X_1) is 4,726, while the t_{table} value for $N = 64$ is 1,997. So $4,726 > 1,997$, then H_0 is rejected and H_a is accepted, it can be stated that Work Culture (X_1) has a significant effect on Organizational Commitment (Y), the calculated t value for the Work Ability variable (X_2) is 8,899, while the t_{table} value for $N = 64$ is 1,997. So $8,899 > 1,997$, then H_0 is rejected and H_a is accepted, it can be concluded that partially the Work Ability variable (X_2) has an effect on Organizational Commitment (Y). The R Square value (R^2) is 0,775. This shows that 77,5% Work Culture (X_1) and Work Ability (X_2) jointly influence Organizational Commitment (Y), while the remainder is 22,5% influenced by other factors not examined in this study.

Keyword: Work Culture, Work Ability, Organizational Commitment.

INTRODUCTION

Every organization requires the assistance of human resources to achieve its stated goals. Employees are a crucial factor in any organization because they possess significant potential to carry out organizational activities. The potential of each employee within the organization must be utilized to the fullest, enabling them to deliver maximum results to achieve stated goals. Organizational goals will be achieved if employees demonstrate a strong commitment to the organization. Therefore, organizations must strive to improve the quality of their human resources and address changes in order to quickly anticipate any emerging issues and thereby continuously improve overall organizational productivity.

Robbins and Judge (2021) define commitment as a state in which an individual sides with the organization and its goals and desires to maintain membership in the organization. A person has a high level of commitment to an organization if they demonstrate a strong desire to remain a member of the organization, a willingness to exert maximum effort for the benefit of the organization, and a strong belief in and acceptance of the organization's values and goals (Robbins, 2022). Efforts to build commitment are described as efforts to establish long-term relationships. Employees who are committed to the organization are more likely to remain than those who are not.

According to Meyer and Allen (1997), organizational commitment consists of three main dimensions, namely affective commitment, normative commitment, and Continuance commitment. These three dimensions describe the extent to which employees have a sense of belonging, moral responsibility, and a desire to remain part of the organization. In the context of the police, high organizational commitment reflects the loyalty, discipline, and professionalism of personnel in carrying out law enforcement and public service duties.

Upholding commitment means fully actualizing the work culture. Employee commitment will not grow by itself; there is a significant relationship between work culture and employee commitment (Robbins, 2022). Work culture aims to change attitudes and behaviors of existing human resources to improve their performance and face future challenges.

A good work culture reflects positive values, norms, and behaviors that serve as guidelines for carrying out tasks. According to Sedarmayanti (2021), work culture is a system of values adopted by organizational members to guide their behavior and attitudes at work. A strong work culture fosters integrity, loyalty, and a strong sense of responsibility for achieving organizational goals. In the context of the KTL Bureau, the main staff for general planning and budgeting of the Indonesian National Police (Polri), a consistent work culture can support the effective implementation of institutional functions and governance at the central and regional work unit levels.

Based on the description above, the author is interested in writing a thesis with the title: "The influence of work culture and work environment on organizational commitment in the Bureau of Institutional and Administrative Staff of the Main General Planning and Budget of the Indonesian National Police."

METHOD

Types of research

This research is a quantitative study using descriptive and associative research types. According to Sugiyono (2010), descriptive research is research conducted to determine the value of an independent variable, either one or more independent variables without making comparisons or connecting them with other variables. This descriptive research aims to obtain a description or overview of the Influence of Work Culture and Work Environment on Organizational Commitment in the Bureau of Institutional and Administrative Governance of the Main Staff of the General Planning and Budget of the Republic of Indonesia National Police.

Associative research is a type of research that examines the relationship between two or more variables. There are three types of relationships in associative research: symmetrical relationships, causal relationships, and interactive/reciprocal relationships (Sugiyono, 2010).

This research takes the form of a causal relationship, namely a pattern of relationships that are cause and effect, meaning there is an independent variable that influences and there is a dependent variable that is influenced. This research will test whether there is an Influence of Work Culture and Work Environment on Organizational Commitment in the Bureau of Institutions and Governance of the Main Staff of General Planning and Budget of the Republic of Indonesia National Police.

Sample population

According to Umar (2018), "Population is defined as a generalization area consisting of objects or subjects that have certain characteristics and have the same opportunity to be selected as sample members. Meanwhile, according to Usman and Akbar (2020) states that "Population is all values from calculations and measurements, both quantitative and qualitative, rather than certain characteristics regarding a group of objects that are complete and clear, So the population in this study are employees of the Bureau of Institutional and Administrative Staff of the Main General Planning and Budget of the Republic of Indonesia National Police. With a simple random sampling technique, a sample of 46 employees of the Bureau of Institutional and Administrative Staff of the Main General Planning and Budget of the Republic of Indonesia National Police was taken in this study.

Method of collecting data

Data collection techniques are methods for searching for and obtaining data on variables in the form of notes, reports, and documentation. According to Sugiyono (2020), there are two main factors that influence the quality of research data: the quality of the research instruments and the quality of the results. In this study, the data collection technique used is the field research technique, carried out by going directly to the field using a questionnaire data collection tool which is distributed to respondents.

To support theoretical or conceptual ideas regarding the variables or conceptual regarding the variables of this research, the author uses library research techniques, which in this case are supported by data collection tools through textbooks or literature which are used as study material in this research.

Meanwhile, observation, namely data collection carried out by the author in the form of direct observation of the objects studied, namely employees of the Bureau of Institutions and Administration of the Main Staff of General Planning and Budget of the Republic of Indonesia National Police:

1. Questionnaire

Questionnaires were given to respondents to determine the influence of Work Culture (X_1), Work Environment (X_2), and Organizational Commitment (Y).

Assessment of a series of research questionnaire statements that have been answered by respondents using the following research norms:

A question is positive if the answer is:

- a) Strongly Agree Score 5
- b) Agree Score 4
- c) Quite Agree Score 3
- d) Disagree Score 2
- e) Strongly Disagree Score 1

Likert scale. The Likert scale is used to measure an individual's or group's attitudes, opinions, and perceptions about social events or phenomena. In this research, these social phenomena have been specifically defined by the researcher, and are hereinafter referred to as research variables.

2. Research Instruments

Instrument The research on the variables of Work Culture (X_1), Work Environment (X_2), and Organizational Commitment (Y) is in the form of a questionnaire with a Likert scoring model filled out by respondents on the questionnaires distributed. The Likert scale consists of 5 (five) scales, namely Strongly Agree (SS), Agree (S), Quite Agree (CS), Disagree (TS) and Strongly Disagree (STS) with weighted values for positive and negative statements .

Analysis Method

The analysis technique used in this study was quantitative analysis using statistics. Furthermore, to obtain and expedite data input, statistical software was used to support this research. The software used to support this research was SPSS (Statistical Product and Service Solutions) version 29. In SPSS, raw data that had been processed into numbers was input into SPSS, making it easier for the author to conduct this research.

Validity Testing

The basis for decision making in validity testing is as follows:

- a) If the r value is positive and the $r_{\text{result}} > r_{\text{table}}$, then the item or variable is valid.
- b) If the r value is negative and $r_{\text{result}} < r_{\text{table}}$ Or r_{result} is negative $> r_{\text{table}}$ then the item or variable is invalid.

A questionnaire is declared valid if the r value obtained from the calculation results (r_{xy}) is greater than the table r value (5%).

Instrument Reliability Test

According to Arikunto (2020), reliability refers to the degree to which an instrument is sufficiently reliable to be used using the Cronbach's Alpha formula. The basis for decision making in the reliability test in this study is as follows:

- a) If the r alpha value is positive and $r \text{ alpha} > r \text{ table}$, then the item or variable is reliable.
- b) If the r alpha value is negative and $r \text{ alpha} < r \text{ table}$ or $r \text{ alpha}$ is negative $> r \text{ table}$, then the item or variable is not reliable.

Multiple Regression Analysis

Sugiyono (2019) proposed multiple linear regression analysis used to make predictions, how the value of a variable changes dependent if the value of the independent variable is increased or decreased. This analysis is used by involving two or more independent variables. between the dependent variable (Y) and the independent variables (X_1 and X_2), This method is used to determine the strength of the influence between several factors. independent variables simultaneously with the dependent variable.

$$\mu Y / X_1, X_2, \dots, X_n = A + B_1 X_1 + B_2 X_2 + \dots + B_n X_n$$

Technique used in this study was multiple linear regression. The analysis was conducted computerized using the computer program Statistical Product and Service Solutions (SPSS) Version 29 for Windows.

Coefficient of Determination

The definition of the coefficient of determination according to Supangat (2018) is: "The coefficient of determination is a quantity to show the level of strength of the relationship between two or more variables in the form of a percentage (showing how much percentage of the diversity of y can be explained by the diversity of x), or in other words how much x can contribute to y."

Mudrajad Kuncoro (2021), according to him, the coefficient essentially measures the extent to which a model is able to explain variations in the dependent variable. The value of the coefficient of determination is between zero (0) and one (1). A small r^2 value means that the ability of the independent variables to explain the variable's variation is very limited. If the value is close to one, it means that the independent variables provide almost all the information needed to predict variations in the dependent variable.

The magnitude of the relationship between the variables " X_1 " and " X_2 " with the variable " Y " can be determined by using the coefficient of determination analysis, which is obtained by

squaring the correlation coefficient. Based on the definition above, the coefficient of determination is part of the total diversity of the dependent variable that can be calculated by the diversity of the independent variable calculated with the coefficient of determination with the basic assumption that other factors outside the variable are considered fixed or constant. To determine the value of the coefficient of determination, it can be calculated using the formula:

$$K_d = r^2 \times 100\%$$

Information:

- Kd = Value of coefficient of determination
- r = Correlation coefficient value

Hypothesis

The calculations or analysis in this study utilize the SPSS computer program for Windows 29.0. The test statistics used are:

- a. t-test
 - To determine the influence of the independent variable individually (partially) on the dependent variable, the decision is to use a partial test (t-test) with the test decision being:
 - 1) H_0 is accepted if $t_{count} < t_{table}$.
 - 2) H_0 is rejected if $t_{count} > t_{table}$.
- b. F test
 - The F test statistic is used to determine simultaneously (multiple) the influence between Work Culture (X_1), Work Environment (X_2), and Organizational Commitment (Y), with the test results being:
 - 1) H_0 is accepted if $F_{count} < F_{table}$.
 - 2) H_0 is rejected if $F_{count} > F_{table}$.

RESULTS AND DISCUSSION

The quantitative data that has been compiled, through the distribution of questionnaires or surveys that the researcher has conducted, becomes the average value of Work Culture (X_1), Work Environment (X_2), and Organizational Commitment (Y) and is analyzed using parametric statistics with the program SPSS Release 29.00 For Windows, to determine whether each studied variable has a positive or negative influence on Organizational Commitment. Data were analyzed using the analysis regression command (option) found in the SPSS main menu. The values in each SPSS output are described as follows:

a. Multiple Linear Regression Test

Table 1. Results of the Regression Equation Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5,520	3,117		1,771	.084
Work Culture (X1)	.558	.087	.512	6,425	.000
Work environment (X2)	.462	.075	.491	6,158	.000

a. Dependent Variable: Organizational Commitment (Y)

Based on the SPSS output results in the coefficients table in above, it can be identified that the multiple linear regression equation is as follows:

$$Y = 5,520 + 0,558.X_1 + 0,462.X_2$$

- ❖ The constant value $a = 5,520$, can be interpreted that if the work culture and work environment variables have a value of zero, then Organizational Commitment has a positive value of 5,520.
- ❖ Work Culture regression coefficient $b_1 = 0,558$, which means that if the Work Culture value increases by one, the Organizational Commitment value will also increase by 0,558.
- ❖ Work environment regression coefficient $b_2 = 0,462$, it can be interpreted that if the work environment value increases by one, the Organizational Commitment value will also increase by 0,462.

b. Coefficient of Determination

Based on the calculations in the table below. The influence test was conducted for the three variables, and based on the Model Summary table, the Adjusted R Square value was 0,875. This shows that 87.5% of work culture (X_1) and work environment (X_2) simultaneously influence organizational commitment (Y), while the remaining 12,5% is influenced by other factors not examined in this study.

c. Hypothesis testing

t test

- 1) The Influence of Work Culture (X_1) on Organizational Commitment (Y).
Calculated t value of the work culture variable (X_1) is 6,425 while the t table value for $n = 46$ is 2,013. So $6.425 > 2,013$, then H_0 is rejected and H_a is accepted, it can be stated that work culture (X_1) has a significant effect on organizational commitment (Y).
- 2) The Influence of Work Environment (X_2) on Organizational Commitment (Y).
Based on table coefficients above, the calculated t value of the work environment variable (X_2) is 6,158, while the t table value for $n = 46$ is 2,013. So $6,158 > 2,013$, it can be concluded that partially the work environment variable (X_2) has an effect on organizational commitment (Y).

F test

Calculated F_{value} is 158,141, while the F_{table} ($\alpha 0,05$) for $n = 46$ is 2,81. So the calculated $F >$ from the F_{table} ($\alpha 0,05$) or $158,141 > 2,81$ with a significant level of 0,000 because $0,000 < 0,05$, it can be said that work culture (X_1) and work environment (X_2) together have a positive effect on organizational commitment (Y).

CONCLUSION

1. Organizational climate (X_1) has a positive and significant effect on employee job satisfaction (Y). This is proven by the value The calculated t is 5,068, which is greater than the t table of 2,014 at a significance level of 5%. The significance value of $0,001 < 0,05$ indicates that the alternative hypothesis (H_a) is accepted.
2. Career development (X_2) has a positive and significant effect on employee job satisfaction (Y). The partial test results show a calculated t value of 4,904 which is greater than the t table of 2,014, with a significance value of $0,000 < 0,05$. This shows that good, clear, and fair career development can increase employee job satisfaction because it provides hope and certainty for the future in a career.
3. Organizational climate (X_1) and career development (X_2) simultaneously have a positive and significant effect on employee job satisfaction (Y). The results of the simultaneous test (F test) show a calculated F value of 54,879 which is greater than the F table of 2,81, the coefficient of determination (R Square) value of 0,723. This means

that 72,3% of employee job satisfaction is influenced by organizational climate and career development, while the remaining 27,7% is influenced by other factors not examined in this study, such as leadership, compensation, work motivation, workload, and physical work environment.

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