THE INFLUENCE OF ORGANIZATIONAL CULTURE, ORGANIZATIONAL COMMITMENT AND EMPLOYEE COMPETENCY ON JOB SATISFACTION THROUGH ORGANIZATIONAL BEHAVIOR AS INTERVENING VARIABLES IN PUBLIC WORKS AND SPACE ARRANGEMENTS IN THE KARIMUN DISTRICT COVID-19 ERA

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Abstract

This research was conducted to determine the effect of organizational culture, organizational commitment and employee competence on job satisfaction through organizational behavior. The research method used is descriptive quantitative which provides an explanation of the description of organizational culture, organizational commitment and employee competence to work through organizational behavior. Sampling used proportionate random sampling technique with a sample of 80 respondents at the Public Works and Spatial Planning Office of Karimun Regency. The data collection technique used an instrument in the form of a questionnaire for analysis. The instrument was calibrated using item validity and reliability coefficients. Validity was tested using SEM-PLS analysis with the help of SmartPLS software.

Keywords: Organizational culture, organizational commitment, employee competence, organizational behavior, job satisfaction

1. INTRODUCTION

Culture has meaning, everyone's culture is different from others and culture will be difficult to explain conceptually and definitively when applied in organizations. Green Berg and Baron (in Sudarmanto, 2014:165) define organizational culture as a cognitive framework consisting of attitudes, values, behavioral norms and shared expectations felt by members of the organization. Meanwhile, Zwell defines organizational culture as a view of the organization's life that is produced through the change of generations of employees. Culture includes who we are, what we believe, and what we do. From these definitions, in principle, organizational culture is the values, assumptions, attitudes and behavioral norms that have been institutionalized and then manifested in appearance, attitude, and behavior.

Commitment is individual, is an attitude or behavior that is owned by each individual. While the commitment of each individual to the organization where he works can be said to be an organizational commitment (Wibowo, 2016:429). Organizational commitment is defined as the desire of some employees to remain members of the organization. By definition, organizational commitment is related to the strength of an individual's identification and involvement in a particular organization. In general, organizational commitment includes three things, first, a strong belief in the goals and values of the organization, second, a strong will or earnestness in the interests of the organization, third, a strong desire to continue or always be a member of the organization (Sudarmanto, 2014:102).

An ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude required by the job (Wibowo, 2016: 271) thus competence shows skills or knowledge characterized by professionalism in a particular field as something that most important as a leader in this field. Competence is a terminology that is an attribute to attach to quality or superior human resources. Often the perception, understanding and meaning of the terminology are not the same and are interchangeable with other terminology. An attribute is a quality given to a person or thing. Attributes refer to certain characteristics needed to perform a job effectively. Therefore, attributes consist of the requirements of certain knowledge, skills and expertise or
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characteristics. There are those who interpret competence as commensurate with abilities or skills, there are also those who interpret competence, knowledge and higher education. There are even those who perceive it as feasible, reliable, suitable, trustworthy and intelligent.

Organizational behavior as mentioned by many experts is basically organizational behavior which is part of the field of science studying how a person can carry out activities or movements by behaving in accordance with the organization. According to Rahmi Widyanto (2019) organizational behavior is a field of study that investigates the impact of individuals, groups and structures on behavior in organizations with the intention of applying such knowledge to improve organizational effectiveness. According to Toran (2014:112) organizational behavior is a field of study about something that is done and done by people in an organization and can affect the performance of an organization. With the views of these experts, it can be synthesized that organizational behavior is the behavior of an individual in an organization or group of organizations that has the aim of increasing the effectiveness of an organization in it.

Every worker will always expect satisfaction from his work. Because job satisfaction is the hope and dream of every worker. Job satisfaction will affect every element of the work carried out by workers. Job satisfaction is a pleasant psychological condition or employee feeling that is very subjective and highly dependent on the individual concerned and his work environment, and job satisfaction is a multifaceted concept or many dimensions, it can use an overall attitude or refer to a person's work (Suparno, 2010). 2015:170). Basically, every human being wants to achieve job satisfaction in various ways. Satisfaction is a relative and subjective thing, meaning that each person has a different measure of satisfaction. Thus, it is usually difficult to give a precise definition of the meaning of satisfaction. Satisfaction is a condition that is not fixed, but always develops according to the strength of the need for encouragement from within and from outside each person. Job satisfaction according to Handoko (2014: 193) reflects one's feelings towards his work. Because if a person is happy with his work, then that person is fasting for his work. From this opinion, it can be concluded that job satisfaction is the emotional attitude of employees or employees related to their work, in the form of feelings of pleasure or displeasure, because job satisfaction is personal or individual, so there are differences from each of these individuals. Satisfaction is a condition that is not fixed, but always develops according to the strength of the need for encouragement from within and from outside each person. Job satisfaction according to Handoko (2014: 193) reflects one's feelings towards his work. Because if a person is happy with his work, then that person is fasting for his work. From this opinion it can be concluded that job satisfaction is the emotional attitude of employees or employees related to their work, in the form of feelings of pleasure or displeasure, because job satisfaction is personal or individual, so there are differences from each of these individuals. Job satisfaction according to Handoko (2014: 193) reflects one's feelings towards his work. Because if a person is happy with his work, then that person is fasting for his work. From this opinion it can be concluded that job satisfaction is the emotional attitude of employees or employees related to their work, in the form of feelings of pleasure or displeasure, because job satisfaction is personal or individual, so there are differences from each of these individuals. Job satisfaction according to Handoko (2014: 193) reflects one's feelings towards his work. Because if a person is happy with his work, then that person is fasting for his work. From this opinion it can be concluded that job satisfaction is the emotional attitude of employees or employees related to their work, in the form of feelings of pleasure or displeasure, because job satisfaction is personal or individual, so there are differences from each of these individuals. Job satisfaction according to Handoko (2014: 193) reflects one's feelings towards his work. Because if a person is happy with his work, then that person is fasting for his work. From this opinion it can be concluded that job satisfaction is the emotional attitude of employees or employees related to their work, in the form of feelings of pleasure or displeasure, because job satisfaction is personal or individual, so there are differences from each of these individuals. Job satisfaction according to Handoko (2014: 193) reflects one's feelings towards his work. Because if a person is happy with his work, then that person is fasting for his work. From this opinion it can be concluded that job satisfaction is the emotional attitude of employees or employees related to their work, in the form of feelings of pleasure or displeasure, because job satisfaction is personal or individual, so there are differences from each of these individuals. Job satisfaction according to Handoko (2014: 193) reflects one's feelings towards his work. Because if a person is happy with his work, then that person is fasting for his work. From this opinion it can be concluded that job satisfaction is the emotional attitude of employees or employees related to their work, in the form of feelings of pleasure or displeasure, because job satisfaction is personal or individual, so there are differences from each of these individuals. Job satisfaction according to Handoko (2014: 193) reflects one's feelings towards his work. Because if a person is happy with his work, then that person is fasting for his work. From this opinion it can be concluded that job
satisfaction is the emotional attitude of employees or employees related to their work, in the form of feelings of pleasure or displeasure, because job satisfaction is personal or individual, so there are differences from each of these individuals.

1.1 Framework

Image 1 Framework

1.2 Research Hypothesis

1. \( H_1: X_1 > Y \) there is an influence of organizational culture on job satisfaction.
2. \( H_2: X_2 > Y \) there is an effect of organizational commitment on job satisfaction.
3. \( H_3: X_3 > Y \) there is an influence of employee competence on job satisfaction.
4. \( H_4: Z > Y \) there is an influence of organizational behavior as an intervening variable on job satisfaction.
5. \( H_5: X_1 > Z \) there is an influence of organizational culture on organizational behavior.
6. \( H_6: X_2 > Z \) there is an effect of organizational commitment on organizational behavior.
7. \( H_7: X_3 > Z \) there is an influence of employee competence on organizational behavior.
8. \( H_8: X_1 > Y > Z \) there is an influence of organizational culture on job satisfaction through organizational behavior.
9. \( H_9: X_2 > Y > Z \) there is an effect of organizational commitment on job satisfaction through organizational behavior.
10. \( H_{10}: X_3 > Y > Z \) there is an influence of employee competence on job satisfaction through organizational behavior.

2. METHODOLOGY

The research method used is a descriptive method with a quantitative approach, namely testing through theories and measuring the scale of research variables, analyzing data using statistics. Data was collected through the distribution of research instruments in the form of a questionnaire. Data information is obtained and tested by testing the requirements of the analysis of validity and reliability as well as hypothesis testing.

The total population is 80 respondents. This type of data uses primary and secondary data from internal and external sources. The data collection technique uses a questionnaire in the form of a statement scale to be tested for feasibility and then processed using the SPSS version 20.00 tool and analysis test using the Structural Model with PLS (partial least square) tools which tests and confirms the theory to explain whether there is a relationship between latent variables.

3. RESEARCH RESULTS

3.1 Structural Model Design (Inner Model)

Description of the latent variables and their manifest variables are as follows: 1) The exogenous latent variable Organizational Culture (X1) has four manifest variables (indicators). 2) The exogenous latent variable Organizational Commitment (X2) has three manifest variables (indicators). And 3) The exogenous latent variable of Employee Competence (X3) has five manifest variables (indicators), 4) The exogenous latent variable of Employee Competence (X4)
has three manifest variables (indicators), 5) The endogenous latent variable of Job Satisfaction (Y) has four variables manifest (indicators), 6) Behavioral Intervening Variables Performance (Z) has five manifest variables (indicators). When evaluating the measurement model for respondents to employees at the Public Works and Spatial Planning Office of Karimun Regency,

![Figure 2 PLS-Algorithm](image)

### 3.2 Research construct measurement model (Outer model)

Evaluation of the measurement model consists of three stages, namely convergent validity test, discriminant validity test and composite reliability test.

#### 1. Convergent Validity

Convergent validity of the results of the measurement model using the reflective model is calculated and assessed based on the loading factor value of the indicators that measure the construct.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Composite Reliability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational culture</td>
<td>0.879</td>
</tr>
<tr>
<td>Organizational Commitment</td>
<td>0.855</td>
</tr>
<tr>
<td>Employee Competence</td>
<td>0.886</td>
</tr>
<tr>
<td>Organizational behavior</td>
<td>0.881</td>
</tr>
<tr>
<td>Job satisfaction</td>
<td>0.897</td>
</tr>
</tbody>
</table>

### Table 1 Outer loading measurement model

<table>
<thead>
<tr>
<th>Variable</th>
<th>Organizational culture</th>
<th>Organizational Commitment</th>
<th>Employee Competence</th>
<th>Organizational behavior</th>
<th>Job satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>X1.1</td>
<td>0.821</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>X1.2</td>
<td>0.910</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>X1.3</td>
<td>0.789</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>X2.1</td>
<td>0.728</td>
<td>0.728</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>X2.2</td>
<td>0.819</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>X2.3</td>
<td>0.891</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>X3.1</td>
<td>0.814</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>X3.2</td>
<td>0.804</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>X3.3</td>
<td>0.757</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>X3.4</td>
<td>0.784</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Z1.1</td>
<td>0.806</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Z1.2</td>
<td>0.757</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Z1.3</td>
<td>0.838</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Z1.5</td>
<td>0.818</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Y1.1</td>
<td>0.770</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Y1.2</td>
<td>0.895</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Y1.3</td>
<td>0.864</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Y1.4</td>
<td>0.806</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Primary Analysis Data, 2022
Tables 1 and 2 show the results of the outer loading and the AVE value of the Composite Reliability value of each construct > 0.7 and the reflex produces a loading value of > 0.5 thus the model has met the criteria of good convergent validity.

2. Discriminant Validity

Discriminant validity testing is used to prove whether the indicator in a construct will have the largest loading factor in the construct it forms than the loading factor with other constructs. The data in table 5 shows that the cross-loading value indicates a good discriminant validity because the indicator construct towards the construct is higher than the indicator correlation value with other constructs. The data from the cross-loading results are as follows:

<table>
<thead>
<tr>
<th>Table 3 Cross Loading Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>![Cross Loading Table](source: Primary Analysis Data, 2022)</td>
</tr>
</tbody>
</table>

3.3 Structural Model Testing (Inner Model)

Structural model evaluation in SEM with PLS is done by performing the R-squared (R2) test and the significance test through the estimation of the path coefficient.

1. R2. Testing

<table>
<thead>
<tr>
<th>Table 4 R-Square Nilai Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>![R-Square Table](source: Primary Analysis Data, 2022)</td>
</tr>
</tbody>
</table>

From the R-Square value on the job satisfaction variable of 0.844, this shows that the magnitude of the influence of organizational culture, organizational commitment and employee competence on job satisfaction is 84.4% while the remaining 15.6% is influenced by other factors. The R-Square value for the organizational behavior variable is 0.680, this indicates that the magnitude of the influence of organizational culture, organizational commitment and employee competence on organizational behavior is 68.0% while the remaining 32% is influenced by other factors.
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2. Significance Test
The significance test in the SEM model with PLS aims to determine the effect of exogenous variables on endogenous variables. Hypothesis testing with the SEM PLS method is carried out by performing a bootstrapping process with the help of the SmartPLS 3.3.3.M3 program. Therefore, the relationship between exogenous variables and endogenous variables is obtained as follows:

Figure 2 PLS-Bootstrapping Results

Table 5 t-Statistics Results

<table>
<thead>
<tr>
<th>Variable</th>
<th>t-statistics</th>
<th>P-Values</th>
<th>Decision</th>
</tr>
</thead>
<tbody>
<tr>
<td>Culture -&gt; Job Satisfaction</td>
<td>2.055</td>
<td>0.040</td>
<td>Significant</td>
</tr>
<tr>
<td>Commitment -&gt; Job Satisfaction</td>
<td>1.371</td>
<td>0.171</td>
<td>Not significant</td>
</tr>
<tr>
<td>Competence -&gt; Job Satisfaction</td>
<td>5.004</td>
<td>0.000</td>
<td>Significant</td>
</tr>
<tr>
<td>Behavior -&gt; Job Satisfaction</td>
<td>3.748</td>
<td>0.000</td>
<td>Significant</td>
</tr>
<tr>
<td>Culture -&gt; Behavior</td>
<td>2.088</td>
<td>0.037</td>
<td>Significant</td>
</tr>
<tr>
<td>Commitment -&gt; Behavior</td>
<td>3.606</td>
<td>0.000</td>
<td>Significant</td>
</tr>
<tr>
<td>Competence -&gt; Behavior</td>
<td>1.987</td>
<td>0.047</td>
<td>Significant</td>
</tr>
<tr>
<td>Culture -&gt; Behavior &gt; Satisfaction</td>
<td>1.669</td>
<td>0.096</td>
<td>Not significant</td>
</tr>
<tr>
<td>Commitment -&gt; Behavior &gt; Satisfaction</td>
<td>2.611</td>
<td>0.009</td>
<td>Significant</td>
</tr>
<tr>
<td>Competence -&gt; Behavior &gt; Satisfaction</td>
<td>2.010</td>
<td>0.044</td>
<td>Significant</td>
</tr>
</tbody>
</table>

Source: Primary Analysis Data, 2022

4. RESULTS AND DISCUSSION
The results of statistical calculations can be stated that the organizational culture construct has a t-statistic value of 2.055 which is greater than the t-table value of 1.96 and the p-values of
0.040 are smaller than 0.05. It is proven that organizational culture has a significant positive effect on job satisfaction. This means that a strong organizational culture can then be accepted by employees and then run well by employees will increase employee job satisfaction which will further increase employee organizational commitment. Based on the opinions and test results, it can be concluded that the influence of organizational culture on job satisfaction is positive and significant (Steven Tumbelaka, Taher and Umar Nimran 2016).

The results of statistical calculations can be stated that the organizational commitment construct has a t-statistic value of 1.371 which is smaller than the t-table value of 1.96 and a p-value of 0.171 which is greater than 0.05. It is proven that there is no effect of organizational commitment on job satisfaction where the effect is negative. This indicates that the higher organizational commitment is not followed by a high level of job satisfaction as well. The same research on commitment has no effect on job satisfaction is research conducted by Muhammad Idrus Taba (2010) on organizational commitment to job satisfaction with the result that the direct and positive influence of organizational commitment on job satisfaction is not significant and the statement of organizational commitment has an effect on job satisfaction, unproven work. And the hypothesis is rejected. This research is also supported by Farley et al (2016).

The results of statistical calculations can be stated that the employee competency construct has a t-statistic value of 5.004 which is greater than the t-table value of 1.96 and a p-value of 0.000 is smaller than 0.05. It is proven that there is a significant influence of employee competence on job satisfaction where the effect is positive. This indicates that the higher the employee's competence will have an impact on job satisfaction. In line with research conducted by Sentot Iskandar and Enceng Juhana (2014) which explains that there is an influence between employee competence on job satisfaction with competency values having a dominant influence on other variables.

The results of statistical calculations can be stated that the organizational behavior construct has a t-statistic value of 3.748 which is greater than the t-table value of 1.96 and the p-values of 0.000 are smaller than 0.05. It is proven that there is a significant influence of organizational behavior on job satisfaction where the effect is positive. This indicates that the higher organizational behavior results in higher job satisfaction. Another study conducted by Sari (2016) stated that organizational behavior has a significant influence on job satisfaction. The greater the fulfillment of organizational behavior, the more satisfied employees are.

The results of statistical calculations can be stated that the organizational culture construct has a t-statistic value of 2.088 which is greater than the t-table value of 1.96 and a p-value of 0.037 which is smaller than 0.05. It is proven that there is a significant influence of organizational culture on organizational behavior where the effect is positive. This indicates that the higher the organizational culture carried out by employees, the better the organizational behavior. In line with the opinion of Gibson et al. that culture is a shared value and belief that produces behavioral norms, and the opinion of Greenberg and Baron which states that organizational culture is a cognitive framework consisting of attitudes, values, norms of behavior and shared expectations felt by members of the organization.

The results of statistical calculations can be stated that the organizational commitment construct has a t-statistic value of 3.606 which is greater than the t-table value of 1.96 and the p-values of 0.000 are smaller than 0.05. It is proven that there is an influence of organizational commitment on organizational behavior where the effect is positive. This indicates that the higher the organizational commitment made by the employee, the better the organizational behavior will be. This is in line with research conducted by Belania et al (2020) which results that organizational commitment shown by the conclusion has a positive and significant effect. Belania said that the company's employees really believe in the values in their organization and are happy to be involved and advance their organization which then leads to organizational citizenship behavior. So that commitment provides influence and confidence for employees at work.

The results of statistical calculations can be stated that the Employee Competence Construct has a t-statistic value of 1.987 which is greater than the t-table value of 1.96 and a p-value of 0.047 which is smaller than 0.05. It is proven that there is a significant influence of employee competence
on organizational behavior where the effect is positive. This indicates that the higher the employee's competence, the higher the organizational behavior. The same research was conducted by Rohmy Irma Astuti and Suhana (2022) who explained that competence has a positive and significant effect on organizational behavior (OCB).

The results of statistical calculations can be stated that the organizational culture construct has a t-statistic value of 1.669 which is smaller than the t-table value of 1.96 and a p-value of 0.096 which is greater than 0.05. It is proven that there is an indirect influence of organizational culture on job satisfaction through organizational behavior where the effect is negative. This research is also supported by the research of Thyophoida WSP (2014) which takes the title of the influence of organizational culture, work relations, work environment, leadership and compensation on job satisfaction.

The results of statistical calculations can be stated that the organizational commitment construct has a t-statistic value of 2.611 which is greater than the t-table value of 1.96 and a p-value of 0.009 is smaller than 0.05. It is proven that there is an indirect effect of organizational commitment on job satisfaction through organizational behavior where the effect is positive. The same research was conducted by Harman Setyawan (2009) which raised the title The Effect of Organizational Commitment on Job Satisfaction with Organizational Citizenship Behavior as an Intervening Variable. In his research, it is stated that organizational commitment has a positive and significant effect on job satisfaction, the higher the organizational commitment, the higher the level of job satisfaction.

The results of statistical calculations can be stated that the employee competency construct has a t-statistic value of 2.010 which is greater than the t-table value of 1.96 and a p-value of 0.044 which is smaller than 0.05. It is proven that there is an indirect effect of employee competence on job satisfaction through organizational behavior where the effect is positive. Based on research produced by Risda et al (2020) which states that there is an indirect effect between employee competence on job satisfaction in a positive and significant way. Where someone with high job satisfaction will tend to tether himself to the organization and will accept all organizational rules more positively to be part of that person's commitment to his organization.

5. CONCLUSIONS AND SUGGESTIONS

5.1. Conclusion

Based on the results of the study, there are twelve conclusions that are relevant to the problems studied in this study. First, organizational culture has a positive and significant effect on job satisfaction. Second, organizational commitment has no effect on job satisfaction. Third, employee competence has a positive and significant effect on job satisfaction. Fourth, organizational behavior has a positive and significant effect on job satisfaction. Fifth, organizational culture has a positive and significant effect on organizational behavior. Sixth, organizational commitment has a positive and significant impact on organizational behavior. Seventh, employee competence has a positive and significant effect on organizational behavior. Eighth, organizational culture has no effect on job satisfaction through organizational behavior. Ninth, organizational commitment has a positive and significant indirect effect on job satisfaction through organizational behavior. Tenth, employee competence has a positive and significant indirect effect on job satisfaction through organizational behavior.

5.2. Suggestion

1. The variable of organizational commitment to job satisfaction does not have a good effect, which means it is negative. That the commitment of employees was rebuilt post-covid to
provide support and enthusiasm for employees in reinventing integrity by being committed to achieving organizational goals.

2. It is necessary to conduct a pre-sampling questionnaire, because in this study there are still multiple indicators where one indicator measures two variables (for further research).

3. The research sample should be carried out by multiplying and expanding the scope not only in one service that is used as the object of research. The research was conducted at the Department of Public Works and Spatial Planning, it is still very necessary to return to different populations, for example by expanding the research area to a provincial level or at other agencies and institutions other than government institutions.

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**Undang-Undang**


Karimun Dalam Angka, 2021
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