

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

Heppy Muliana¹, Chablullah Wibosono², I Wayan Catrayasa³, Mohamad Gita Indrawan⁴

^{1,2,3,4}Master of Management Study Program, Faculty of Economics and Business, Universitas Batam

Email : heppymoet11@gmail.com

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, 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

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

Heppy Muliana, Chablullah Wibosono, I Wayan Catrayasa, Mohamad Gita Indrawan

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. 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.

1.1 Framework

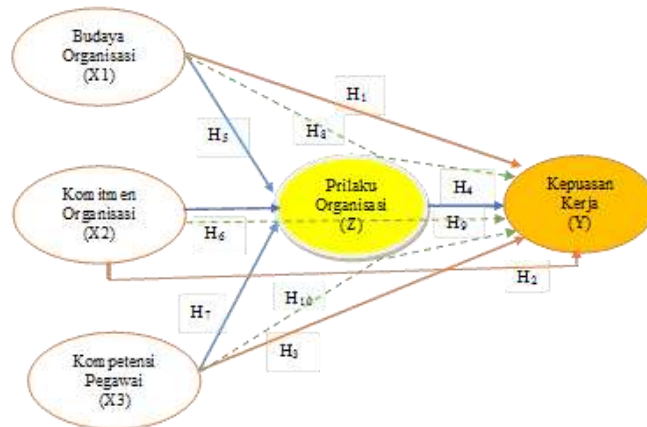


Image 1 Framework

1.2 Research Hypothesis

1. H1: $X1 > Y$ there is an influence of organizational culture on job satisfaction.
2. H2: $X2 > Y$ there is an effect of organizational commitment on job satisfaction.
3. H3: $X3 > Y$ there is an influence of employee competence on job satisfaction.
4. H4: $Z > Y$ there is an influence of organizational behavior as an intervening variable on job satisfaction.
5. H5: $X1 > Z$ there is an influence of organizational culture on organizational behavior.
6. H6: $X2 > Z$ there is an effect of organizational commitment on organizational behavior.
7. H7: $X3 > Z$ there is an influence of employee competence on organizational behavior
8. H1a: $X1 > Y > Z$ there is an influence of organizational culture on job satisfaction through organizational behavior.
9. H2a: $X2 > Y > Z$ there is an effect of organizational commitment on job satisfaction through organizational behavior.
10. H3a: $X3 > Y > Z$ 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)

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

Heppy Muliana, Chablullah Wibosono, I Wayan Catrayasa, Mohamad Gita Indrawan

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,

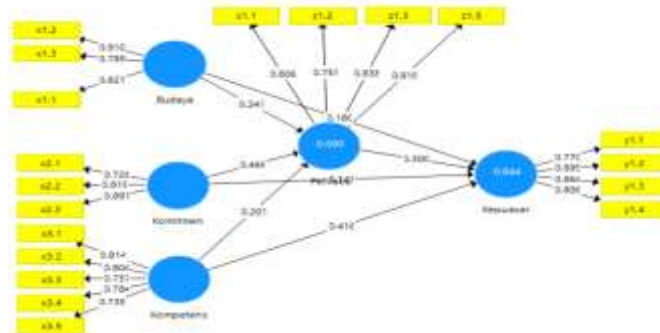


Figure 2 PLS-Algorithm

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 1 Outer loading measurement model

	Organizational culture	Organizational Commitment
X1.1	0.821	Organizational culture
X1.2	0.910	
X1.3	0.789	
X2.1	0.728	Organizational commitment
X2.2	0.819	
X2.3	0.891	
X3.1	0.814	Employee Competence
X3.2	0.804	
X3.3	0.757	
X3.4	0.784	
Z1.1	0.806	Organizational behavior
Z1.2	0.757	
Z1.3	0.838	
Z1.5	0.818	
Y1.1	0.770	Job satisfaction
Y1.2	0.895	
Y1.3	0.864	
Y1.4	0.806	

Source: Primary Analysis Data, 2022

Table 2 Average Variance Extracted

Variable	AVE
Organizational culture	0.708
Organizational Commitment	0.665
Employee Competence	0.608
Organizational behavior	0.649
Job satisfaction	0.697

Variable	Composite Reliability
Organizational culture	0.879
Organizational Commitment	0.855
Employee Competence	0.886
Organizational behavior	0.881
Job satisfaction	

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 3 Cross Loading Value

	Organizational culture	Organizational Commitment	Employee Competence	Organizational behavior	Job satisfaction
X1.1	0.821	0.646	0.408	0.612	0.606
X1.2	0.910	0.651	0.534	0.627	0.670
X1.3	0.789	0.539	0.520	0.540	0.592
X2.1	0.513	0.728	0.646	0.614	0.642
X2.2	0.618	0.819	0.473	0.620	0.617
X2.3	0.647	0.891	0.580	0.691	0.706
X3.1	0.624	0.751	0.814	0.679	0.820
X3.2	0.476	0.490	0.804	0.495	0.619
X3.3	0.428	0.453	0.757	0.483	0.642
X3.4	0.305	0.426	0.784	0.417	0.507
Z1.1	0.579	0.697	0.661	0.806	0.804
Z1.2	0.533	0.477	0.454	0.757	0.523
Z1.3	0.59	0.600	0.456	0.838	0.570
Z1.5	0.595	0.722	0.548	0.818	0.697
Y1.1	0.638	0.652	0.495	0.736	0.770
Y1.2	0.712	0.717	0.756	0.700	0.895
Y1.3	0.650	0.645	0.757	0.678	0.864
Y1.4	0.468	0.679	0.730	0.644	0.806

Source: Primary Analysis Data, 2022

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 4 R-Square Nilai Value

Variable	Score R-Square
Job satisfaction	0.844
Organizational behavior	0.680

Source: Primary Analysis Data, 2022

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.

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

Heppy Muliana, Chablullah Wibosono, I Wayan Catrayasa, Mohamad Gita Indrawan

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:

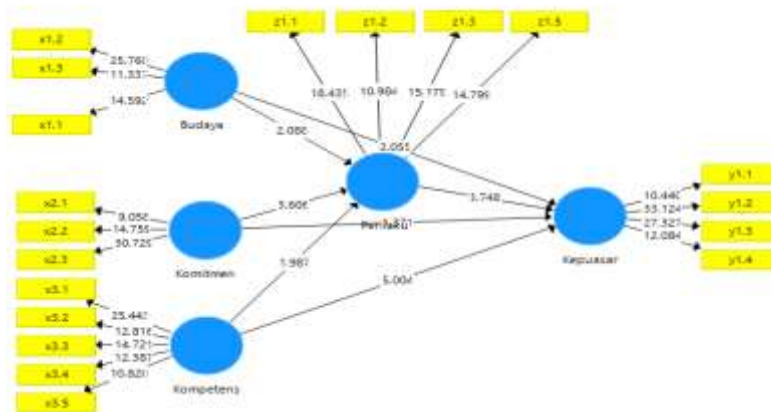


Figure 2 PLS-Bootstrapping Results

Table 5 t Statistics Results

Variable	t-statistics	P Values	Decision
Culture -> Job Satisfaction	2.055	0.040	Significant
Commitment->Job Satisfaction	1.371	0.171	Not significant
Competence->Job Satisfaction	5,004	0.000	Significant
Behavior -> Job Satisfaction	3,748	0.000	Significant
Culture->Behavior	2,088	0.037	Significant
Commitment-> Behavior	3,606	0.000	Significant
Competence-> Behavior	1,987	0.047	Significant
Culture->Behavior>Satisfaction	1,669	0.096	Not significant
Commitment-> Behavior>Satisfaction	2,611	0.009	Significant
Competence-> Behavior>Satisfaction	2.010	0.044	Significant

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

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

Heppy Muliana, Chablullah Wibosono, I Wayan Catrayasa, Mohamad Gita Indrawan

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.

REFERENCES

- Alfian Malik, 2014. *Pengaruh Budaya Organisasi dan Loyalitas Kerja Dengan Internsi Turnover Pada Karyawan PT Cipaganti Heavy Equipment Samarinda*. Jurnal Psikologi, Unmul. 2014 (1) 65-75 ISSN:0000-0000.
- Bellania Mangindaan, dkk. 2020. *Pengaruh Budaya Organisasi, Komitmen Organisasi, Dan Kompetensi Terhadap Organizational Citizenship Behavior Pada Hotel Sutan Raja Amurang*. Jurnal EMBA Vol. 8 No.1 Januari.
- Bustani, B., Khaddafi, M., & Nur Ilham, R. (2022). REGIONAL FINANCIAL MANAGEMENT SYSTEM OF REGENCY/CITY REGIONAL ORIGINAL INCOME IN ACEH PROVINCE PERIOD YEAR 2016-2020. *International Journal of Educational Review, Law and Social Sciences (IJERLAS)*, 2(3), 459–468. <https://doi.org/10.54443/ijerlas.v2i3.277>
- Deswarta. 2017. *Pengaruh Kompetensi dan Motivasi Terhadap Kepuasan Kerja dan Kinerja Dosen Fakultas Tarbiyah dan Keguruan UIN Sultan Syarif Kasim Riau*. Jurnal Valuta, Vol.3 No.1 April.
- Fahrudin, Holisin. 2011. *Cara Praktis Memahami Penulisan, Karya Ilmiah, Artikel Ilmiah dan Hasil Penelitian*. Penerbit STIM YKPN, Jogjakarta, hlm.32.
- Falahuddin, F., Fuadi, F., Munandar, M., Juanda, R., & Nur Ilham, R.. (2022). INCREASING BUSINESS SUPPORTING CAPACITY IN MSMES BUSINESS GROUP TEMPE BUNGONG NANGGROE KERUPUK IN SYAMTALIRA ARON DISTRICT, UTARA ACEH REGENCY. *IRPITAGE JOURNAL*, 2(2), 65–68. <https://doi.org/10.54443/irpitage.v2i2.313>
- Farley Kambey, Adolfini dan Irvan Trang. 2016. *Komitmen Organisasi, Kompensasi, dan Iklim Organisasi Pengaruhnya Terhadap Kepuasan Kerja Karyawan Studi Pada PT. Telkom Tbk, Manado*. Jurnal EMBA Vol. 4 No. 5 September. ISSN: 2303-1174.
- Geovani, I., Nurkhotijah, S., Kurniawan, H. ., Milanie, F., & Nur Ilham, R. . (2021). JURIDICAL ANALYSIS OF VICTIMS OF THE ECONOMIC EXPLOITATION OF CHILDREN UNDER THE AGE TO REALIZE LEGAL PROTECTION FROM HUMAN RIGHTS ASPECTS: RESEARCH STUDY AT THE OFFICE OF SOCIAL AND COMMUNITY EMPOWERMENT IN BATAM CITY. *International Journal of Educational Review, Law and Social Sciences (IJERLAS)*, 1(1), 45–52. <https://doi.org/10.54443/ijerlas.v1i1.10>
- Ghazali. 2016., *Konsep dan Aplikasi Dengan Program AMOS.*, Penerbit BP Universitas Diponegoro. Semarang, hlm. 17.
- Gibson, Ivancevich dan Donnelly. 2011. *Organisasi, Perilaku, Struktur, Proses*. Edisi Kesepuluh. Penerbit Erlangga. Jakarta.
- Hadari Nawawi, 2011. *Manajemen Sumber Daya Manusia, Untuk Bisnis Yang Kompetitif*. Penerbit Gadjah Mada University Press.
- Handoko, T.Hani. 2014. *Manajemen Personalia dan Sumber Daya Manusia*. Penerbit BPFE, Yogyakarta.
- Harman Setyawan. 2009. *Pengaruh Komitmen Organisasional Terhadap Kepuasan Kerja Dengan Organizational Citizenship Behavior (OCB) sebagai Varibabel Intervening (Studi pada*

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
 Heppy Muliana, Chablullah Wibosono, I Wayan Catrayasa, Mohamad Gita Indrawan

- Inspektorat Kabupaten Temanggung*). Jurnal Tesis Program Studi Magister Akuntansi Pasca Sarjana Undip Semarang.
- I. Putu Satya Nugraha, I Gusti Ayu Dewi., 2018. *Pengaruh Budaya Organisasi, Komitmen Organisasi Dan Kompetensi Terhadap Organizational Citizenship Behavior Pada Setda Kota Denpasar*. E-Jurnal Manajemen Universitas Udayana. E. ISSN:2302-8912.
- I.A.K.A Dwiyantri dan I.W. Bagia. 2020. *Peningkatan Kepuasan Kerja Karyawan Melalui Komitmen Organisasi*. Jurnal Manajemen dan Bisnis, Vol. 2 No. 2 Desember.
- Ilham, Rico Nur. *et all* (2019). Investigation of the Bitcoin Effects on the Country Revenues via Virtual Tax Transactions for Purchasing Management. International Journal of Supply Management. Volume 8 No.6 December 2019.
- Ilham, Rico Nur. *et all* (2019).. Comparative of the Supply Chain and Block Chains to Increase the Country Revenues via Virtual Tax Transactions and Replacing Future of Money. International Journal of Supply Management. Volume 8 No.5 August 2019.
- Jerald Greenberg and Robert, A Baron, 2010. *Behavior Organizations* (Boston: A Division of Simon & Schuster, Inc, 2010), h. 114.
- Jogyanto. 2010. *Konsep dan Aplikasi Structural Equation Modelling Berbasis Varian dalam Penelitian*. Penerbit UPP STIM YKPN, Yogyakarta.
- Khairul Mahmudi., 2020. *Analisis Pengaruh Kepuasan Kerja, Budaya Organisasi dan Kompetensi Terhadap Organizational Citizenship Behavior Pada PT. Mubarak Ainama Kunt Surabaya*. Jurnal Ilmu Manajemen, Vol.8 No.3 FE Universitas Surabaya.
- Kontjoroningrat, 2010. *Pengantar Ilmu Antropologi*. Penerbit Alega Print Yogyakarta., hlm. 15.
- Kontjoroningrat, 2015. *Pengantar Ilmu Antropologi*. Edisi Revisi. Penerbit PT. Rineka Cipta., Jakarta.
- Lasta Irawan, A. ., Briggs, D. ., Muhammad Azami, T. ., & Nurfaliza, N. (2021). THE EFFECT OF POSITION PROMOTION ON EMPLOYEE SATISFACTION WITH COMPENSATION AS INTERVENING VARIABLES: (Case Study on Harvesting Employees of PT. Karya Hevea Indonesia). International Journal of Social Science, Educational, Economics, Agriculture Research, and Technology (IJSET), 1(1), 11–20. <https://doi.org/10.54443/ijset.v1i1.2>
- likdanawati, likdanawati, Yanita, Y., Hamdiah, H., Nur Ilham, R., & Sinta, I. (2022). EFFECT OF ORGANIZATIONAL COMMITMENT, WORK MOTIVATION AND LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE OF PT. ACEH DISTRIBUS INDO RAYA. International Journal of Social Science, Educational, Economics, Agriculture Research, and Technology (IJSET), 1(8), 377–382. <https://doi.org/10.54443/ijset.v1i8.41>
- M. Husin Arrizki. 2014. *Analisis Pengaruh Kepuasan Kerja dan Komitmen Organisasi Terhadap Organizational Citizenship Behavior di SKK Migas*. Jurnal Tesis Program Magister Manajemen Universitas Sriwijaya (tidak diterbitkan).
- Majied Sumatrani Saragih, M., Hikmah Saragih, U., & Nur Ilham, R. . (2021). RELATIONSHIP BETWEEN MOTIVATION AND EXTRINSIC MOTIVATION TO ICREASING ENTREPRENEURSHIP IMPLEMENTATION FROM SPP AL-FALAH GROUP AT BLOK 10 VILLAGE DOLOK MASIHUL. *MORFAI JOURNAL*, 1(1), 1–12. <https://doi.org/10.54443/morfai.v1i1.11>
- Mohammad, dkk. 2011. *Job Satisfaction and Organizational Citizenship Behavior: An empirical study at Higher Learning Institutions*. Asian Academy of Management Journal, 16 (2): pp: 149-165.
- Muhammad Idrus Taba. 2010. *Pengaruh Komitmen Organisasi, Prestasi Kerja, dan Sistem Imbalan Terhadap Kepuasan Kerja Karyawan (Studi Perusahaan Perbankan di Sulawesi Selatan)*. Jurnal Terakreditasi SK Dirjen Dikti N0. 43/Dikti/Kep/2008. ISSN: 1693-5241.

- Nazir, Moch. 2014., *Metode Penelitian*. Penerbit PT. Ghalia Indonesia hlm. 70
- Novi Nur Amalia. 2020. *Pengaruh Kompetensi, Kompensasi dan Efektivitas Manajerial Terhadap Organizational Citizenship Behavior (Studi kasus Pada Kantor Pemerintahan Dinas Perhubungan Kota Bekasi)*. Jurnal STEI Ekonomi, vol. XX, No. XX April.
- Nur Ilham, R., Arliansyah, A., Juanda, R., Multazam, M. ., & Saifanur, A. . (2021). RELATHIONSIP BETWEEN MONEY VELOCITY AND INFLATION TO INCREASING STOCK INVESTMENT RETURN: EFFECTIVE STRATEGIC BY JAKARTA AUTOMATED TRADING SYSTEM NEXT GENERATION (JATS-NG) PLATFORM. *International Journal of Economic, Business, Accounting, Agriculture Management and Sharia Administration (IJEBAS)*, 1(1), 87–92. <https://doi.org/10.54443/ijebas.v1i1.27>
- Nur Ilham, R., Heikal, M., Khaddafi, M. ., F, F., Ichsan, I., F, F., Abbas, D. ., Fauzul Hakim Hasibuan, A. ., Munandar, M., & Chalirafi, C. (2021). Survey of Leading Commodities Of Aceh Province As Academic Effort To Join And Build The Country. *IRPITAGE JOURNAL*, 1(1), 13–18. <https://doi.org/10.54443/irpitage.v1i1.19>
- Nur ilham, R., Likdanawati, L., Hamdiah, H., Adnan, A., & Sinta, I. . (2022). COMMUNITY SERVICE ACTIVITIES “SOCIALIZATION AVOID STUDY INVESTMENT” TO THE STUDENT BOND OF SERDANG BEDAGAI. *IRPITAGE JOURNAL*, 2(2), 61–64. <https://doi.org/10.54443/irpitage.v2i2.312>
- Priatno Duwi, 2010, *Cara Kilat Belajar Analisis Data dengan SPSS 20*, Penerbit Andi Yogyakarta., hlm.8.
- Purwanto., 2012. *Instrumen Penelitian Sosial dan Pendidikan (Pengembangan dan Pemanfaatan)*., Penerbit Pustaka Pelajar, Yogyakarta., hlm. 83.
- Rahmaniar, R., Subhan, S., Saharuddin, S., Nur Ilham, R. ., & Anwar, K. . (2022). THE INFLUENCE OF ENTREPRENEURSHIP ASPECTS ON THE SUCCESS OF THE CHIPS INDUSTRY IN MATANG GLUMPANG DUA AND PANTON PUMP. *International Journal of Social Science, Educational, Economics, Agriculture Research, and Technology (IJSET)*, 1(7), 337–348. <https://doi.org/10.54443/ijset.v1i7.36>
- Rahmawati, A. 2017. *Effect of Competence on Organizational Citizenship Behavior and Performance Management: The Impact on Organizationa Effectiveness in Office of the Provincial Inspectorate South Sulawesi*. *The International Journal of Engineering and Science*, Vol. 6 No.11.
- Rahmi 2019. Widyanti. *Perilaku Organisasi, (Teori dan Konsep)*. Jilid I, Penerbit UNISKA MAB Banjarmasin. ISBN: 9786239034078
- Ria Mardiana Yusuf, Darman Syarif. 2017. *Komitmen Organisasi, Definisi, Dipengaruhi dan Mempengaruhi*. Penerbit NAS Media Pustaka, Makasar.
- Rian Adrian, 2014. *Pengaruh Budaya Organisasi dan Kompetensi terhdap Kepuasan Kerja Karyawan pada Bank Tabungan Negara di Bandung*. Jurnal .
- Riduwan. 2016. *Metode dan Teknik Menyusun Tesis*. Penerbit CV Alfabeta, Bandung.
- Rifdah Abadiyah & Didik Purwanto. 2016. *Pengaruh Budaya Organisasi, Kompensasi Terhadap Kepuasan Kerja dan Kinerja Pegawai Bank di Surabaya*. *Jurnal Bisnis, Manajemen dan Perbankan*, vol.2 No.1. ISSN:2338-4409.
- Risda Fitri, Marnis dan Raden L Garnasih. 2020. *Pengaruh Kompetensi dan Diklat Terhadap Kepuasan Kerja dan Kinerja Pegawai Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Provinsi Riau*. *Jurnal Ilmiah Manajemen* Vol. 8 No. 3 September. e-ISSN: 2580-3743.
- Rohmy Irma Astuti, Suhana. 2022. *Pengaruh Kompetensi dan Knowledge Sharing Terhadap OCB Dengan Mediasi Komitmen Organisasional (Studi pada Pegawai BPSDMD Propinsi Jawa Tengah)*. *Jurnal Edunomikas* Vol.7 No.1.
- Roli Sambuardi, Fauzan dan Azmi. 2020. *Pengaruh Faktor-Faktor Budaya Organisasi Terhadap kepuasan Kerja Pegawai Pada Kantor Pemerintah Daerah Kabupaten Karimun*. *Jurnal Administrasi Politik dan Sosial* Vol.1 No.2 Agustus. ISSN:2722-1601.

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
 Heppy Muliana, Chablullah Wibosono, I Wayan Catrayasa, Mohamad Gita Indrawan

- Rumengan, dkk. 2015. *Metodologi Penelitian Kuantitatif*. Penerbit Perdana Publishing, Medan., hlm.45.
- Rumengan, Jemmi. 2010. *Metodologi Penelitian dengan SPSS*. Penerbit UNIBA PRESS, Cetakan Pertama. Batam., hlm. 39.
- Saleem, Sharjeel and Saba Amin. 2013. *The Impact of Organizational Support for Career Development and Supervisory Support on Employee Performance: An Emperical Study from Pakistani Academic Sector*. European Journal of Business and Management. 5 (5), pp: 194-207.
- Sandi, H., Afni Yunita, N. ., Heikal, M. ., Nur Ilham, R. ., & Sinta, I. . (2021). RELATIONSHIP BETWEEN BUDGET PARTICIPATION, JOB CHARACTERISTICS, EMOTIONAL INTELLIGENCE AND WORK MOTIVATION AS MEDIATOR VARIABLES TO STRENGTHENING USER POWER PERFORMANCE: AN EMPERICAL EVIDENCE FROM INDONESIA GOVERNMENT. *MORFAI JOURNAL*, 1(1), 36–48. <https://doi.org/10.54443/morfai.v1i1.14>
- Sarwono dan Suhayati., 2010. *Riset Akuntansi Menggunakan SPSS*. Cetakan Pertama. Penerbit Graha Ilmu, Yogyakarta. hlm. 69.
- Sarwono Jonathan, 2012. *Metode Riset Skripsi Pendekatan Kuantitatif*, Penerbit PT Elex Mediakomputindo, Jakarta.
- Sentot Iskandar dan Enceng Juhana. 2014. *Pengaruh Kompetensi dan Lingkungan Kerja Terhadap Kepuasan Kerja Serta Implikasinya Pada Kinerja Guru di SDN Baros Mandiri 5 Kota Cimahi*. Juml Ekonomi, Bisnis dan Entrepreneurship Vok. 8 No.2 Oktober. ISSN: 2443-0633.
- Sinta, I., Nur Ilham, R., Kumala Sari, D. ., M, M., Khaidir, K., & Ekamaida, E. (2021). Training The Processing of Tomato Sauce for A Home-Based Business The Scale Of SMES. *IRPITAGE JOURNAL*, 1(1), 26–28. <https://doi.org/10.54443/irpitage.v1i1.24>
- Sinurat, M., Heikal, M., Simanjuntak, A., Siahaan, R., & Nur Ilham, R. . (2021). PRODUCT QUALITY ON CONSUMER PURCHASE INTEREST WITH CUSTOMER SATISFACTION AS A VARIABLE INTERVENING IN BLACK ONLINE STORE HIGH CLICK MARKET: Case Study on Customers of the Tebing Tinggi Black Market Online Store. *MORFAI JOURNAL*, 1(1), 13–21. <https://doi.org/10.54443/morfai.v1i1.12>
- Sondang Siagian. 2015. *Manajemen Sumber Daya Manusia*. Cetakan kedua puluh tiga. Penerbit Bumi Aksara. Jakarta.
- Stephen P. Robbins, *Teori Organisasi: Struktur, Desain dan Aplikasi*. Terjemahan Jusuf Udaya. Jakarta, Arcan., hlm. 480.
- Stephen P. Robbins, Timothy A. Judge. 2015. *Perilaku Organisasi (Organizational Behavior)*. Penerbit Saleba Empat. Jakarta.
- Steven, S.X Tumbelaka, Taher Alhabsji dan Umar Nimran. 2016. *Pengaruh Budaya Organisasi Terhadap Kepuasan Kerja, Komitmen Organisasional dan Intention to Leave (Studi pada Karyawan PT. Bitung Mina Utama)*. Jurnal Bisnis dan Manajemen Vol.3 No.1 Januari.
- Sudarmanto, 2014. *Kinerja dan Pengembangan Kompetensi SDM, Teori, Dimensi Pengukuran, dan Implementasi dalam Organisasi*. Penerbit Pustaka Pelajar, Yogyakarta.
- Sugiyono. 2016. *Metode Penelitian Kuantitatif, Kualitatif dan Kombinasi (Mixed Methods)*. Penerbit CV Alfabeta. Bandung.
- Sunyoto Danang, 2011. *Metodologi Penelitian Untuk Ekonomi*, Penerbit CAPS, Yogyakarta.
- Sunyoto Danang, 2013. *Teori, Kuesioner dan Proses Analisis Data Perilaku Organisasional*, Penerbit CAPS, Yogyakarta.
- Suparno, Edi Wibowo, 2015. *Manajemen Pengembangan Sumber Daya Manusia.*, Penerbit Pustaka Pelajar, Yogyakarta.

- Sutrisno, 2016. *Manajemen Sumber Daya Manusia*. Cetakan ke 8. Penerbit Prenadamedia Group, Jakarta.
- Syahron Lubis, 2011. *Metodologi Penelitian Pendidikan*. Penerbit Sukabina Press, Padang.
- Thoha, 2014. *Perilaku Organisasi Konsep Dasar dan Aplikasinya*. Penerbit PT. Raja Grafindo Persada, Jakarta.
- Thyophoida WSP. 2014. *Pengaruh Budaya Organisasi, Hubungan Kerja, Lingkungan Kerja, Kepemimpinan dan Kompensasi Terhadap Kepuasan Kerja*. Jurnal Universitas Katolik Darma Cendika, Vo. 6 No.2
- Tjuju Yuniarsih dan Suwatno. 2011. *Manajemen Sumber Daya Manusia, Teori, Aplikasi dan Isu Penelitian*. Cetakan ketiga. Penerbit CV Alfabeta, Bandung
- Torang, Syamsir., 2014. *Organisasi dan Manajemen Prilaku, Struktur, Budaya dan Perubahan Organisasi*. Penerbit CV Alfabeta, Bandung.
- Vera Sylvia., 2021. *Pengaruh Komitmen Organisasi dan Budaya Organisasi Terhadap Kinerja Karyawan Dengan Organizational Citizenship Behavior Sebagai Variabel Intervening Pada PT. Emerio Indonesia*. Jurnal Ilmiah M-Progress Vol.11 No.1, Januari.
- Wibowo, 2010, *Manajemen Kinerja*, Penerbit PT Rajawali Press., Jakarta.
- Wibowo, 2016, *Manajemen Kinerja*, Penerbit PT RajaGrafindo Persada, Tapos Depok.
- Wibowo, Agung. 2012, *Aplikasi Praktis SPSS Dalam penelitian*, Penerbit Gava Media, Yogyakarta.
- Widyanti, Rahmi. 2019. *Perilaku Organisasi (Teori dan Konsep) Jilid-I*. Penerbit Uniska MAB Banjarmasin. ISBN.9786239034078.
- Yusuf Iis, E., Wahyuddin, W., Thoyib, A., Nur Ilham, R., & Sinta, I. (2022). THE EFFECT OF CAREER DEVELOPMENT AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE WITH WORK MOTIVATION AS INTERVENING VARIABLE AT THE OFFICE OF AGRICULTURE AND LIVESTOCK IN ACEH. *International Journal of Economic, Business, Accounting, Agriculture Management and Sharia Administration (IJEBA)*, 2(2), 227–236. <https://doi.org/10.54443/ijevas.v2i2.191>
- Zahriyah, Umi Wita. dkk. 2015. *Pengaruh Budaya Organisasi terhadap Kinerja Karyawan*, Jurnal Administrasi Bisnis, Vol. 2 No. 1.

Undang-Undang

Permenpan RB Nomor. 38 Tahun 2017 Tentang Standar Kompetensi Jabatan Apratur Sipil Negara Profil Dinas Pekerjaan Umum dan Penataan Ruang Kabupaten Karimun 2020
Karimun Dalam Angka, 2021

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

Heppy Muliana, Chablullah Wibosono, I Wayan Catrayasa, Mohamad Gita Indrawan
