

# THE EFFECT OF WORK FACILITIES, WORK ENVIRONMENT AND TRANSFORMATIONAL LEADERSHIP ON ORGANIZATIONAL COMMITMENT THROUGH JOB SATISFACTION AS AN INTERVENING VARIABLE FOR ENVIRONMENTAL AND FORESTRY SERVICE EMPLOYEES RIAU ISLANDS PROVINCE

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## Abstract

This study aims to examine the effect of work facilities, work environment and transformational leadership on organizational commitment through job satisfaction as an intervening variable for the employees of the Environment and Forestry Office of the Riau Islands Province. The sample used is 129 respondents from 129 employees. The sampling technique used is census. The method used in this study uses quantitative research and the type of research used is explanatory research or explanation. The data analysis method used is the structural equation model (SEM-PLS). Based on the data analysis, it was found that the direct effect of Work Facilities on Organizational Commitment was positive and not significant. The direct effect of work environment on organizational commitment is positive and significant. The direct effect of Transformational Leadership on Organizational Commitment is negative and insignificant. The direct effect of Job Facilities on Job Satisfaction is positive and not significant. The direct effect of the work environment on job satisfaction is positive and significant. The direct effect of Transformational Leadership on Job Satisfaction is positive and significant. The direct effect of job satisfaction on organizational commitment is positive and significant. The indirect effect between Work Facilities on Organizational Commitment and Job Satisfaction as an intervening variable is positive and not significant. The indirect effect between Work Environment on Organizational Commitment and Job Satisfaction as an intervening variable is positive and significant. The indirect effect between Transformational Leadership on Organizational Commitment and Job Satisfaction as an intervening variable is positive and significant.

Keywords: Work *Facilities, Work Environment, Transformational Leadership, Job Satisfaction, Organizational Commitment*

## 1.INTRODUCTION

### 1.1 Background

In government organizations, to carry out good governance, human resources must have good organizational commitment in carrying out their duties. comfortable work, leadership factors that can direct and protect employees, employee job satisfaction and other factors.

Work facilities are supporting facilities in the company's activities in physical form and are used in the normal activities of the organization, have a relatively permanent period of use and provide benefits for the future. Facilities and infrastructure are facilities that support the progress of a company.

The work environment factor also has a close relationship with the organizational commitment of employees because it is one of the important factors that determine the life of an organization. A conducive work environment has an impact on the psychology of employees at work. A positive work environment must be created, so that the work environment becomes healthy and conducive to achieving organizational goals.

Another important factor in creating employee organizational commitment in an organization is the leadership factor. Leadership is very important in creating employee organizational commitment. The application of transformational leadership style will make subordinates feel loyal to their superiors, so that in the end subordinates are motivated to do what is expected by their superiors.

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After the factors of work facilities, work environment and leadership factors, then another factor that is considered to have an effect on increasing employee organizational commitment is the job satisfaction of employees in carrying out their work. Job satisfaction plays an important role in leading to organizational success. Job satisfaction has a role in increasing employee commitment in the organization, where organizations that have high organizational commitment can be seen from the level of job satisfaction of the employees themselves.

At the Environment and Forestry Office of the Riau Islands Province, there are several kinds of problems that make employees sometimes reluctant to commit. This reluctance can be seen from observations of employee behavior during work such as some employees who are not disciplined, chat during working hours and go home before office hours. Other behaviors are procrastinating work, playing games, lack of initiative to solve work problems/problems, the existence of separate groups among employees, lack of alertness in following up on orders from superiors or complaints from the public, lack of creativity and innovation at work, lack of obedience to leaders, monotonous work and just routine and lack of desire to achieve.

**1.2. Problem Formulation**

1. Do work facilities have a direct effect on organizational commitment to the employees of the Environment and Forestry Office of the Riau Islands Province?
2. Does the work environment have a direct effect on organizational commitment to the employees of the Environment and Forestry Service of the Riau Islands Province?
3. Does transformational leadership have a direct effect on organizational commitment to the employees of the Environment and Forestry Office of the Riau Islands Province?
4. Do work facilities have a direct effect on job satisfaction for the employees of the Environment and Forestry Office of the Riau Islands Province?
5. Does the work environment have a direct effect on job satisfaction for the employees of the Environment and Forestry Service of the Riau Islands Province?

**2. LITERATURE REVIEW**

**2.1. Organizational Commitment**

Based on the social exchange theory developed by Thibaut and Kelley in 1959, employees will exchange their efforts for future reward agreements. According to this theory, employees who appreciate the rewards received from their organization, such as salary, benefits or working conditions, will show a positive work attitude. The theory suggests that individuals form social exchange relationships to the extent that they derive beneficial rewards and that these benefits are imparted equitably. Therefore, this theory suggests that employees who are satisfied with the awards and offers provided by the company tend to have higher performance, high organizational commitment and low intention to leave the company (Faisal and Dewi, 2019:3734-3735). According to Robbins &

**2.2 Work Facilities**

According to Putri, Zulfadil and Maulida (2020:59), simply what is meant by a facility is a physical facility that can process an input (input) towards the desired output (output). According to Asnawi (2019: 25-26), work facilities are supporting facilities in company activities in physical form and used in normal company activities, have a relatively permanent period of use and provide benefits for the future.

According to Moenir (2015: 120) work facilities can be divided into 3 major groups, namely:

1. Work Equipment Facilities, namely all types of objects that function directly as a means of production to produce goods or function to process an item into other goods with different functions and uses.
2. Work Equipment Facilities. Work equipment is all types of objects that function as indirect aids in production, speed up the process, generate and increase comfort in work.

3.Social Facilities. Social facilities are facilities that are used by employees and function socially.

For example, the provision of mess houses, official houses, office houses, motorized vehicles.

### 2.3. Hypothesis

The research hypothesis is a temporary answer to the problem formulation that has been determined (Kurniawan and Puspitaningtyas, 2016:34). The hypotheses proposed in this study are:

H1 There is a direct influence between work facilities on organizational commitment

H2. There is a direct influence between the work environment on organizational commitment

H3. There is a direct influence between transformational leadership on organizational commitment

H4. There is a direct influence between work facilities on job satisfaction

H5. There is a direct influence between the work environment on job satisfaction

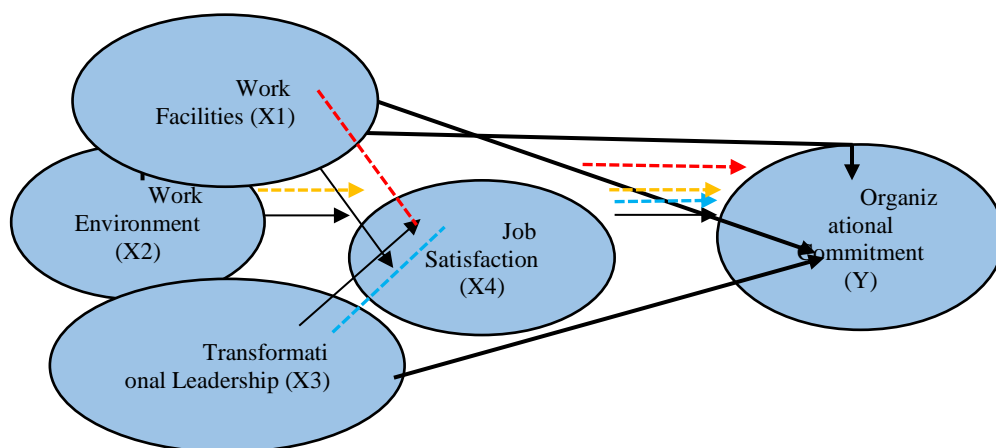
H6. There is a direct effect of transformational leadership on job satisfaction

H7. There is a direct influence between job satisfaction and organizational commitment

H8. There is an indirect effect of work facilities on organizational commitment mediated by job satisfaction.

H9. There is an indirect effect of the work environment on organizational commitment mediated by job satisfaction.

H10. There is an indirect effect of transformational leadership on organizational commitment mediated by job satisfaction.



## 3. RESEARCH METHODOLOGY

### 3.1. Population

The method used in this study uses quantitative research and the type of research used is explanatory research or explanation, namely research that is used to explain the relationship between variables through hypothesis testing that has been formulated. The variables contained in this study include work facilities, work environment, transformational leadership as the independent variable, organizational commitment as the dependent variable, and job satisfaction as the intervening variable. Population is the subject of the research to be studied (Syahza, 2021: 90). The population in this study were employees of the Department of Environment and Forestry of the Riau Islands Province who were under echelon 3, amounting to 129 people.

### 3.2 Sampling and Sampling Techniques

The sample is a representative part of the population. Sampling must be done carefully so that the samples taken truly represent the population (Syahza, 2021: 90). In this study, the population was not too large, so the sampling was carried out by census. Census is a sampling method that uses all members of the population as a sample (Hanifah, Setiawan and Prasetyo, 2017:55). The number of samples used was as many as 129 respondents.

### 3.3. Research Instruments

The research instrument or questionnaire used in this study will be measured using a Likert scale, in which the respondents are given several alternative categories to choose the answer that is considered the most appropriate. Each instrument item that uses a Likert scale has a graduation

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from very positive to very negative, which can be in the form of words. Statements or questions are divided into five alternative categories, which are very high to low, the Interpretation Criteria/Answer Categories are:

1. Strongly Agree (SS) with a score of 5
2. Agree (S) with a score of 4
3. Simply Agree (CS) with a score of 3
4. Disagree (TS) with a score of 2
5. Strongly Disagree (STS) with a score of 1

#### **4.RESULT**

##### **4.1. Overview of the Department of Environment and Forestry of the Riau Islands Province**

The Department of Environment and Forestry of the Riau Islands Province is one of the apparatuses of the Riau Islands Province government which has the main task of carrying out the authority of the provincial government in the field of environment and forestry. The tasks carried out refer to the Regional Medium-Term Development Plan (RPJMD). To carry out its five-year tasks and activities, the Environment and Forestry Office of the Riau Islands Province makes a strategic plan and in carrying out its duties. The Department of Environment and Forestry of the Riau Islands Province is responsible to the Governor based on the vision, mission and main functions.

The condition of the apparatus resources placed in the Department of Environment and Forestry of the Riau Islands Province is a determining factor for the success of the organization in achieving its goals and objectives. In accordance with data from the head of the General and Personnel Sub-section of the Environment and Forestry Office of the Riau Islands Province, the number of employees (PNS, PTT and THL) at the Environment and Forestry Service of the Riau Islands Province is 200 people, including employees of the Regional Technical Implementation Unit/UPTD. However, for this study, the number of respondents who were researched was 129 employees (PNS) under echelon 3.

##### **4.2. Results of Data Analysis and Discussion**

Analysis of the data on the variables studied in 129 respondents was processed using Smart PLS 4 and the following results were obtained.

###### **1. Analysis of the Measurement Model (Outer Model)**

###### **2. Internal Consistency Validity (Reliability).**

Internal consistency analysis is a form of reliability used to assess the consistency of results across items on the same test. Sarwono and Narimawati (2015:18) states that a latent variable can be said to have good reliability if the composite reliability value is greater than 0.7 and Cronbach's alpha value is greater than 0.7. Based on internal consistency analysis data, it can be explained that the Work Facilities variable (X1), Work Environment variable (X2), Transformational Leadership variable (X3), Job Satisfaction variable (X4) and Organizational Commitment variable (Y) have a composite reliability value greater than 0.7 and Cronbach's alpha value is greater than 0.7. Thus, all variables can be said to have good reliability.

###### **3. Convergent Validity**

Testing the validity of reflective indicators can be done by using the correlation between indicator scores and construct scores. According to Ghazali (2018:25), A correlation can be said to meet convergent validity if it has a loading factor value greater than 0.7. Based on the convergent validity test, the results show that the outer loading value for the variables of Work Facilities (X1), Work Environment (X2), Transformational Leadership (X3), Job Satisfaction (X4) and Organizational Commitment (Y) is greater than 0.7 so that all indicators on these 5 variables are declared valid.

###### **4. Discriminant Validity**

Discriminant validity aims to assess an indicator of a construct variable is valid or not, namely by

looking at the Heterotrait-Monotrait Ratio of Correlation (HTMT)  $< 0.90$ , then the variable has good discriminant validity (valid).

#### 5. Structural Model Analysis (Inner Model)

Structural model analysis or (inner model) aims to test the research hypothesis. The part that needs to be analyzed in the structural model is the coefficient of determination (R Square) by testing the hypothesis.

Collinearity (Colinearity / Variance Inflation Factor / VIF)

The collinearity test is to prove whether the correlation between latent variables/constructs is strong or not. If the VIF value is greater than 5.00, it means that there is a collinearity problem, and conversely there is no collinearity problem if the VIF value is  $< 5.00$  (Hair, Hult, Ringle, & Sarstedt, 2017:164-165). The test results show that the VIF value for the correlation of the independent variables (X1, X2, X3) to the dependent variable (Y) and the intervening variable (X4) is  $< 5.00$  (no collinearity problem).

Testing the Significance of the Structural Model Path Coefficients.

Testing the Direct Effect Hypothesis. Testing the direct effect hypothesis aims to prove the hypotheses of the influence of one variable on other variables directly (without intermediaries). If the path coefficient value is positive, it indicates that an increase in the value of one variable is followed by an increase in the value of other variables. If the path coefficient value is negative, it indicates that an increase in one variable is followed by a decrease in the value of another variable. If the probability value (P-Value)  $< \alpha$  (0.05) then  $H_0$  is rejected (the influence of a variable with other variables is significant). If the probability value (P-Value)  $> \alpha$  (0.05) then  $H_0$  is accepted (the influence of a variable with other variables is not significant).

Table 1. Direct Effect

	Original samples (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
JOB FACILITIES -> JOB SATISFACTION	<b>0.111</b>	0.111	0.078	1.422	<b>0.155</b>
WORK FACILITIES -> ORGANIZATIONAL COMMITMENT	<b>0.115</b>	0.132	0.080	1,452	<b>0.147</b>
TRANSFORMATIONAL LEADERSHIP -> JOB SATISFACTION	<b>0.612</b>	0.616	0.078	7,864	<b>0.000</b>
TRANSFORMATIONAL LEADERSHIP -> ORGANIZATIONAL COMMITMENT	<b>-0.020</b>	0.012	0.147	0.132	<b>0.895</b>
JOB SATISFACTION -> ORGANIZATIONAL COMMITMENT	<b>0.425</b>	0.406	0.134	3.176	<b>0.002</b>
WORK ENVIRONMENT -> JOB SATISFACTION	<b>0.262</b>	0.259	0.070	3,764	<b>0.000</b>
WORK ENVIRONMENT -> ORGANIZATIONAL COMMITMENT	<b>0.377</b>	0.351	0.113	3.334	<b>0.001</b>

- The direct effect of Work Facilities on Organizational Commitment is positive and not significant (path coefficient of 0.115 (positive) and P-Values of 0.147  $> 0.05$ ).



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- b. The direct effect of the Work Environment on Organizational Commitment is positive and significant (path coefficient of 0.377 (positive), and the P-Values value of 0.001 < 0.05).
- c. The direct effect of Transformational Leadership on Organizational Commitment is negative and insignificant (path coefficient of -0.020 (negative) and P-Values of 0.895 > 0.05).
- d. The direct effect of Job Facilities on Job Satisfaction is positive and not significant (path coefficient of 0.111 (positive) and P-Values of 0.155 > 0.05).
- e. The direct effect of Work Environment on Job Satisfaction is positive and significant (path coefficient of 0.262 (positive) and P-Values of 0.000 < 0.05).
- f. The direct effect of Transformational Leadership on Job Satisfaction is positive and significant (path coefficient of 0.612 (positive) and P-Values of 0.000 < 0.05).
- g. The direct effect of Job Satisfaction on Organizational Commitment is positive and significant (path coefficient of 0.425 (positive) and P-Values of 0.002 < 0.05).

Indirect Effect Hypothesis Testing

Table 2. Indirect Effect

	Original samples (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
TRANSFORMATIONAL LEADERSHIP -> JOB SATISFACTION -> ORGANIZATIONAL COMMITMENT	<b>0.260</b>	0.248	0.087	2,980	<b>0.003</b>
WORK ENVIRONMENT -> JOB SATISFACTION -> ORGANIZATIONAL COMMITMENT	<b>0.112</b>	0.107	0.050	2.235	<b>0.025</b>
JOB FACILITIES -> JOB SATISFACTION -> ORGANIZATIONAL COMMITMENT	<b>0.047</b>	0.045	0.036	1.318	<b>0.187</b>

- h. The indirect effect between Work Facilities on Organizational Commitment and Job Satisfaction as an intervening variable is positive and not significant (path coefficient of 0.047 (positive) and P-Values value of 0.187 > 0.05).
- i. The indirect effect between Work Environment on Organizational Commitment and Job Satisfaction as an intervening variable is positive and significant (path coefficient of 0.112 (positive) and P-Values of 0.025 < 0.05).
- j. The indirect effect between Transformational Leadership on Organizational Commitment and Job Satisfaction as an intervening variable is positive and significant (path coefficient of 0.260 (positive) and P-Values of 0.003 < 0.05).

Coefficient of Determination (R-Square)

Table 3. Coefficient of Determination

	R-square	R-square adjusted
JOB SATISFACTION (X4)	0.749	0.743
ORGANIZATIONAL COMMITMENT (Y)	0.655	0.635

The table above shows that the ability of the Work Facilities (X1), Work Environment (X2), and Transformational Leadership (X3) variables in explaining the Organizational Commitment variable (Y) is 65.5% (moderate, R-square > 0.50), and the remaining 34.5% is influenced by other variables outside those studied in this study. Furthermore, the table above shows that the ability of the Work Facilities (X1), Work Environment (X2), and Transformational Leadership (X3) variables in explaining the Job Satisfaction variable (X4) is 74.9% (moderate, R-square > 0.50), and the remaining 25.1% is influenced by other variables outside those studied in this study.

## 5. CONCLUSIONS AND SUGGESTIONS

### 5.1. CONCLUSION

The findings of data analysis in the discussion and hypothesis testing, can be concluded as follows:

1. The direct effect of the work facilities variable on the Organizational Commitment variable has a path coefficient of 0.115 (positive) and a P-Values value of  $0.147 > 0.05$ , meaning that an increase in the value of the Work Facilities variable is not followed by an increase in the value of the Organizational Commitment Variable so that it can be stated that the effect of between Work Facilities and Organizational Commitment is positive and not significant.
2. The direct influence of the Work Environment variable on the Organizational Commitment variable has a path coefficient of 0.377 (positive) and a P-Values value of  $0.001 < 0.05$ , meaning that an increase in the value of the Work Environment variable will be followed by an increase in the value of the Organizational Commitment variable so that it can be stated that the effect of between Work Environment and Organizational Commitment is positive and significant.
3. The direct effect of the Transformational Leadership variable on the Organizational Commitment variable has a path coefficient of -0.020 (negative) and a P-Values value of  $0.895 > 0.05$ , meaning that an increase in the value of the Transformational Leadership variable is not followed by an increase in the value of the Organizational Commitment variable, instead giving an effect. On the other hand, it can be stated that the effect of Transformational Leadership on Organizational Commitment is negative and insignificant.
4. The direct influence of the Job Facilities variable on the Job Satisfaction variable has a path coefficient of 0.111 (positive) and a P-Values value of  $0.155 > 0.05$ , meaning that an increase in the value of the Work Facilities variable is not followed by an increase in the value of the Job Satisfaction variable so that it can be stated that the effect between Job Facilities on Job Satisfaction is positive and not significant.
5. The direct effect of the Work Environment variable on the Job Satisfaction variable has a path coefficient of 0.262 (positive) and a P-Value of  $0.000 < 0.05$ , meaning that an increase in the value of the Work Environment variable is followed by an increase in the value of the Job Satisfaction variable so that it can be stated that the influence between the Environment Job satisfaction on job satisfaction is positive and significant.

### 5.2. SUGGESTION

Based on the results of the discussion and conclusions above, the suggestions in this study are as follows:

1. The Environment and Forestry Office of the Riau Islands Province needs to increase the quantity and quality of work facilities so that employees do not feel bored at work and can facilitate the completion of work.

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2. It is still necessary to improve, refresh the work environment, which will have an impact on increasing job satisfaction and employee commitment.
3. To improve transformational leadership in all echelon 3 in the Environment and Forestry Service, it is necessary to immediately increase capacity and competence through education and training for echelon 3 leadership as well as education and training for the Head of UPTD.
4. The Environment and Forestry Office of the Riau Islands Province needs to evaluate job satisfaction on a regular basis to determine the level of job satisfaction felt by employees.
5. For further researchers, they can develop a research model by including other variables that are not included in the model, such as work motivation, work culture, work stress and other variables.

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**THE EFFECT OF WORK FACILITIES, WORK ENVIRONMENT AND TRANSFORMATIONAL LEADERSHIP ON ORGANIZATIONAL COMMITMENT THROUGH JOB SATISFACTION AS AN INTERVENING VARIABLE FOR ENVIRONMENTAL AND FORESTRY SERVICE EMPLOYEES RIAU ISLANDS PROVINCE**

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