

THE EFFECT OF COMPETENCY, ORGANIZATIONAL CULTURE AND ORGANIZATIONAL COMMITMENT TO JOB SATISFACTION
(Case Study at PT. GTI Indonesia)

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Abstract - The purpose of this study is to determine the effect of competence, organizational culture and organizational commitment on job satisfaction.

The research use associative method. The population of this research are 110 people and 87 people as sample based on the Slovin formula. The sampling technique used in this study uses non probability sampling with accidental sampling technique that is the researcher takes a sample that he happened to encounter at that time. The type of data needed in this research is quantitative data. Quantitative data in this study are data sourced directly from respondents presented in the form of a Likert scale. Data collection techniques used include observation, interviews and questionnaires. The statistical method used is multiple regression analysis with IBM Statistics SPSS v.24 application.

The results of this study partially have a significant effect between competence on job satisfaction at PT. GTI Indonesia with a contribution of 26.2%, there is a significant influence between organizational culture on job satisfaction at PT. GTI Indonesia with a contribution of 43.1% and there is also a significant influence between organizational commitment to job satisfaction of PT. GTI Indonesia with a contribution of 28.1%

Keywords: Competence, Organizational Culture And Organizational Commitment On Job Satisfaction

Abstrak– Tujuan dari penelitian ini adalah untuk mengetahui pengaruh antara kompetensi, budaya organisasi dan komitmen organisasi terhadap kepuasan kerja.

Penelitian yang digunakan yaitu dengan metode asosiatif. Jumlah populasi sebesar 110 orang dan ditetapkan sampel sebanyak 87 orang berdasarkan rumus Slovin. Teknik pengambilan sampel yang digunakan dalam penelitian ini menggunakan *non probability sampling* dengan teknik *accidental sampling* yaitu peneliti mengambil sampel yang kebetulan ditemuinya pada saat itu. Jenis data yang diperlukan dalam penelitian ini adalah data kuantitatif. Data kuantitatif dalam penelitian ini merupakan data yang bersumber langsung dari responden yang disajikan

dalam bentuk skala *likert*. Teknik pengumpulan data yang digunakan antara lain observasi, wawancara dan angket. Metoda statistik yang digunakan adalah analisis regresi berganda dengan aplikasi IBM *Statistics SPSS v.24*.

Hasil dari penelitian ini secara parsial terdapat pengaruh yang signifikan antara kompetensi terhadap kepuasan kerja pada PT. GTI Indonesia dengan kontribusi sebesar 26,2%, terdapat pengaruh yang signifikan antara budaya organisasi terhadap kepuasan kerja pada PT. GTI Indonesia dengan kontribusi sebesar 43,1% dan juga terdapat pengaruh yang signifikan antara komitmen organisasi terhadap kepuasan kerja PT. GTI Indonesia dengan kontribusi sebesar 28,1%.

Kata kunci : Kompetensi, Budaya Organisasi, Komitmen Organisasi, Kepuasan kerja

I. PRELIMINARY

The changing environment suggests that if an organization continually changes its public manager and part of its public employees, such public institutions run the risk of weakening its organizational culture. The training on instilling a company work culture that is provided is only done at the management level, which may be the cause of problems in the organizational culture. Lack of socialization and guidance regarding the existing culture means that the culture is not fully supported and carried out by employees, this can also be a cause of problems in organizational culture.

Lack of cooperation that employees have in completing tasks assigned to them by the leadership and lack of awareness of employees to be willing to do work that is not their job for the smooth running of the company. These things allow problems in organizational culture.

From the organizational commitment factor, the frequent occurrence of employee turnover has also resulted in employee job satisfaction. Frequent employee turnover requires one employee and another employee to adapt again. It also makes old employees feel bored at PT. Indonesian GTI.

Based on this background, researchers are interested in conducting research on competence, organizational culture and organizational commitment that affect employee job satisfaction at PT. GTI Indonesia.

1.1. Formulation of the problem

Based on the background of the problem above, the problem formulations in this study are:

1. How does competence influence company job satisfaction (case study at PT.GTI Indonesia)?
2. How is the influence of corporate organizational culture on company job satisfaction (case study at PT.GTI Indonesia)?
3. How is the influence of organizational commitment on company job satisfaction (case study at PT.GTI Indonesia)?

1.2. Research purposes

Based on the formulation of the problem above, the objectives of this study are:

1. To determine the effect of competence on company job satisfaction (case study at

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PT.GTI Indonesia)

2. To determine the effect of corporate organizational culture on company job satisfaction (case study at PT.GTI Indonesia)
3. To determine the effect of organizational commitment on company job satisfaction (case study at PT. GTI Indonesia)

II. LITERATURE REVIEW

2.1. Human Resource Management

According to Mangkunegara (2017: 2), human resource management is a planning, organizing, implementing and controlling the procurement, development, provision of remuneration, integration, maintenance and separation of labor in order to achieve organizational goals.

2.2. Job satisfaction

Davis in Mangkunegara (2017: 117) argues that job satisfaction is the feeling of supporting or not supporting employees at work. Meanwhile, Wexley and Yuki in Mangkunegara (2017: 117) state that job satisfaction is the way employees feel about themselves or their jobs.

2.3. Competence

According to Watson Wyatt, quoted by Ruky (2013: 106) defines competence as a combination of skills, knowledge and behavior that can be observed and applied critically for the success of an organization and work performance and employee personal contributions to the organization.

2.4. Organizational culture

According to Sudiro (2011: 44) organizational culture is a pattern of mutually agreed values and beliefs and behavior guidelines.

Soetopo (2010: 123) states that organizational culture is related to the beliefs, assumptions, values, norms of behavior, ideology, attitudes, habits, and expectations of the organization.

According to Collin in Rachmawati (2004: 118) organizational culture is the shared norms and attitudes that an organization has, which can be in the form of symbols, rituals, and language used by members of the organization and have distinctive characteristics.

2.5. Commitment

Mowday in Triatna (2016: 120) defines organizational commitment as having a broader meaning than just passive loyalty, but involves interactive relationships and the desire of employees to make meaningful contributions to their organization.

2.6. The Relationship Between Research Variables

2.6.1. Effect of Competence on Job Satisfaction

In research conducted by Wardoyo (2017), teacher compensation partially has a significant effect on teacher job satisfaction. Competence is highly required to increase teacher job satisfaction because it determines the quality of the implementation of teaching and learning activities, as shown in teacher professional activities. Competence is expected to change teacher behavior to achieve the desired job satisfaction.

According to Gorenak et al (2019), the importance of soft skills that managers can use to promote employee job satisfaction is well known. Previous research has

shown several different ways managers can influence employee job satisfaction, mostly in the form of external factors. This study shows that manager competence has an influence on employee job satisfaction with respect to job satisfaction with the job itself, but not with the other two factors (working conditions, career development). In practice many managers tend to favor investing their resources into the factors that will provide job satisfaction with possible career development, but forget that the factors affecting job satisfaction are related to the job itself is also important.

2.6.2. The Influence of Organizational Culture on Job Satisfaction

Based on research conducted by Maruf Ahamed and Rezwan Mahmood (2015), it is concluded that organizational culture really affects employee job satisfaction. This has placed high marks on Banglalion Communication Ltd. This study found a strong correlation between Organizational Culture and Job Satisfaction in this company. The influence of cultural components and types of culture is positive and significant on employee job satisfaction Banglalion Communication Ltd. Companies tend to focus less on creativity, entrepreneurship, flexibility, innovation and growth, but more on Order, Rules, Regulation and Stability. This study reveals that organizational culture affects employee performance on the job. All companies should try to foster a better organizational culture and encourage higher levels of employee morale and retention. In order to receive a greater response, authorities must focus on a pleasant work environment. Likewise, research conducted by Iqbal et al (2017) also explains that organizational culture has a positive and significant effect on employee job satisfaction.

2.6.3. The Effect of Organizational Commitment on Job Satisfaction

According to research conducted by Luturlean and Prasetyo (2019), it shows that organizations still need to find other factors that have an impact on employee affective commitment, while they can still achieve affective commitment by providing programs that increase job satisfaction. Likewise, research conducted by Adnan et al (2020) states that organizational commitment directly has a positive and significant effect on employee job satisfaction.

It can be said that employees who have a high commitment to the organization will feel satisfied with their work which will then give maximum effort to achieve organizational goals, are willing to sacrifice for the sake of the organization and have a strong desire to remain in the organization.

2.7. Hypothesis Development

According to Hermawan and Yusran (2017: 37), propositions are one of the elements of theory, namely a statement about the relationship between concepts (constructs). A proposition that can be tested empirically is called a hypothesis. In quantitative research, hypotheses are drawn from theoretical studies sourced from literature reviews as a temporary answer that we have set. In addition, the hypothesis can also determine which variables should be tested empirically and determine the statistical tools that should be used to test the hypothesis. Furthermore, it becomes the basis for drawing conclusions.

Based on literature review and theoretical framework, the research is formulated as follows:

1. It is suspected that there is an influence of competence on job satisfaction at PT GTI Indonesia

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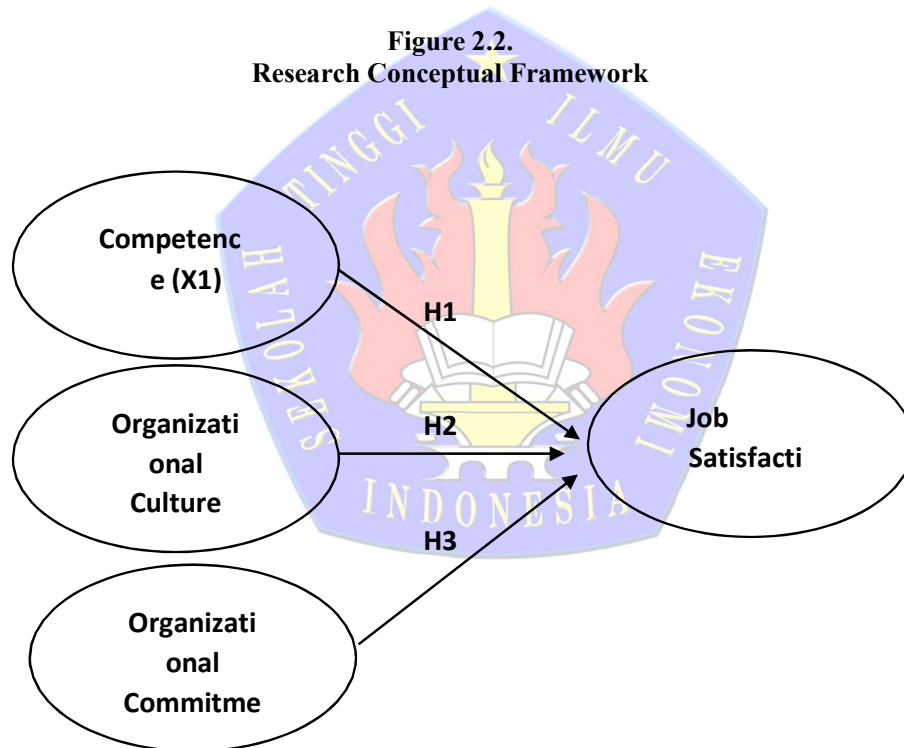
2. It is suspected that there is an influence of organizational culture on job satisfaction at PT GTI Indonesia
3. It is suspected that there is an influence of organizational commitment on job satisfaction at PT GTI Indonesia

2.8. Research Conceptual Framework

In a framework the writer describes definitively the concept of this influence which is defined as a relationship of the independent variable to the dependent variable. The variables used are

1. The independent variables are Competence, Organizational Culture and Organizational Commitment.
2. The dependent variable is job satisfaction.

Clarifying the framework above, the four variables can be described in a simple paradigm with three independent variables and one dependent variable, as follows:



III. RESEARCH METHOD

3.1. Research Strategy

The research strategy used in this study is an associative research strategy. Associative research is used because it is suitable for answering questions that are relationship between two or more variables. The purpose of the associative strategy is to provide an explanation

of the influence of competence, organizational culture and organizational commitment on job satisfaction at PT. GTI Indonesia.

3.2. Population and Sample Research

According to Sugiyono (2018: 61) population is an area consisting of objects / subjects that have certain qualities and characteristics that are determined by researchers to study and then draw conclusions.

The population in this study were employees in all branches of PT. GTI Indonesia totaling 110 people consisting of 6 main divisions

3.3. Data Processing Methods

The data processing plan was to use a computer, namely the SPSS Version 24 program. The results of the data analysis were in the form of a Multiple Regression table print out. This is done in the hope that there will not be a large error rate

3.3.1. Statistical Data Methods

1. Descriptive Statistical Analysis

Descriptive statistics are statistics that describe data that has been collected and summarized on important aspects related to the data. Usually includes a description or describes things from a data such as the mean, median, mode, range, variance, frequency, maximum value, minimum value, and standard deviation. Descriptive statistics in research are basically the process of transforming research data in tabulated form so that they are easy to understand and interpret.

2. Quality Test

The commitment to measure and test a questionnaire or hypothesis is very dependent on the quality of the data used in the test. Research data will not be useful if the instrument used to collect research data does not have a high level of reliability and validity. These measurement tests each demonstrate the consistency and accuracy of the data collected.

a. Validity test

According to Ghozali (2013: 52) the validity test is used to measure whether a questionnaire is valid or not. A questionnaire is said to be valid if the questions or statements on the questionnaire are able to reveal something that will be measured by the questionnaire.

According to Ghozali (2013: 52), measuring validity can be done by correlating the score between the questions and the total score construct or variable. The significance test is carried out by comparing the calculated r value with the r table for degree of freedom ($df = n-2$), in this case n is the number of samples. So the df used is $87-2 = 85$ with an alpha of 5%, it produces a value of r table (two-sided test) of 0.2108 with the following conditions:

Result of r count $>$ r table (0.2108) =
valid Result of r count $<$ r table
(0.2108) = invalid

If r count (each item can be seen in the column corrected item - total correlation) is greater than r table and the value of r is positive, then the statement is declared valid.

b. Reliability Test

Reliability is a measure that shows the consistency of the measuring instrument in measuring the same symptoms on other occasions. According to Sarjono (2011: 45), the reliability of a variable formed from a list of statements is said to be good if it has a Cronbach's Alpha value > 0.60.

3. Classic assumption test

a. Normality test

According to Baroroh (2014: 6), the normality test is known through the evenly distributed regression for each value. According to Ghozali (2011: 160), the normality test aims to test whether in the regression model, confounding or residual variables have a normal or near normal distribution. In this normality test, there are 2 ways to detect whether the residuals are normally distributed or not, namely by graph analysis and statistical tests.

The test instrument used in this study was a statistical test with the Kolmogorov-smirnovZ (1-Sample KS). The basis for the decision making of statistical tests with the Kolmogorov-smirnovZ (1-Sample KS):

- 1) If the value is Asymp. Sig (2-tailed) is less than 0.05, so H_0 is rejected. This means that the residual data is not normally distributed.
- 2) If the value is Asymp. Sig (2-tailed) is more than 0.05, then H_0 is accepted. This means that the residual data is normally distributed.

b. Multicollinearity Test

According to Charterjee in Baroroh (2014), the multicollinearity test or multiple colliners is an equally strong linear relationship between the independent variables in the multiple regression equation. According to Ghozali (2013: 105) the multicollinearity test aims to test whether the regression model found a correlation between independent (independent) variables. A good regression model should not have a correlation between the independent variables.

The consequence of the existence of perfect collinearity between the independent variables is that the regression coefficient is not certain and the standard error is infinite. If the degree of collinearity is high but imperfect, an estimate of the regression coefficient is possible but the standard error will tend to be large.

This results in the population value of the coefficient not being estimated accurately. The multicollinearity among the independent variables makes us unable to know which independent variables affect the dependent variable accurately. Indicators that a regression model is free from multicollinearity are:

- 1) Has a VIF value that does not exceed the number 10 (ten). If it exceeds 10 (ten), then there is a multicollinearity problem.
- 2) Have a tolerance number above 0.1. If it is close to 0.1, it means that there is a multicollinearity problem.

c. Heteroscedasticity Test

According to Baroroh (2014: 6) the heteroscedasticity or homogeneity test is used to analyze whether the data is homogeneous or not in regression. Meanwhile, according to Ghazali (2013: 139), the heteroscedasticity test aims to test whether in a regression model there is an inequality of variance from the residuals of one observation to another. If the variance and residuals from one observation to another are fixed, it is called homoscedasticity and if it is different it is called heteroscedasticity. A good regression model is homoscedasticity or heteroscedasticity does not occur.

To identify the presence or absence of heteroscedasticity in the regression model, it can be detected by looking at the plot graph between the predicted value of the dependent variable (ZPRED) and its residual (SRESID) where the Y axis is the predicted Y, and the X axis is the residual (Y prediction - Y real) which has been studentized. On the basis of the analysis as follows:

- 1) If the dots spread above and below the number 0 on the Y axis and do not form a certain pattern, it indicates that there is no heteroscedasticity.
- 2) If the dots form a certain regular pattern, it indicates that heteroscedasticity occurs. Analysis with the Scatterplots chart has significant weaknesses. Therefore, a statistical test is needed to get more accurate results. This can be seen if the significance probability value is above the confidence level of 5%, it can be concluded that the regression model does not contain heteroscedasticity and vice versa.

4. Multiple Regression Analysis

According to Baroroh (2014: 14) multiple linear regression analysis is a statistical analysis that uses only one dependent variable (Y) and more than one independent variable (X). According to Yamin, et al (2011: 29) multiple / multiple linear regression is used to model the relationship between the dependent variable and the independent variable, with more than one independent variable. This analysis is used to examine the effect of several independent variables on one dependent variable.

5. Hypothesis Testing Analysis

In conducting hypothesis testing, three types of tests were carried out with a significance level of 5%.

The researcher tested the hypothesis partially using the t statistical test. According to Baroroh (2014: 3) states this t test is intended for

know how far and how strong each independent variable knows the dependent variables.

According to Ghazali (2013: 178) the partial test or commonly known as the t test (t-test) is a test to determine the effect of each independent variable on the dependent variable. This test is carried out with a significance level of 5%. So, if the significance level of the t value is more than 5% (> 0.05) then the hypothesis is rejected and the

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independent variable is considered partially to have no significant effect on the dependent variable. However, if the t value obtained is less than 5% (<0.05), then the hypothesis is accepted. Because it is assumed that the independent variable has a significant effect on the dependent variable on the hypothesis

IV. RESULTS AND DISCUSSION

4.1. Description of Research Object

PT. GTI Indonesia is a company initially engaged in the distribution of IT products and services. PT. GTI Indonesia distributes various products for IT supply through offline and online stores for customers throughout Indonesia. As part of the services provided, PT. GTI Indonesia provides after sales assistance for guaranteed products and several other services related to the products offered. In 2014, PT. GTI Indonesia is developing its business lines in project management, especially wastewater treatment projects in collaboration with Korean companies.

4.2. Respondent Description

In this study, researchers made employees of PT. GTI Indonesia as the object of research to determine how the influence of competence, organizational culture and organizational commitment to employee job satisfaction at PT. GTI Indonesia.

Researchers took primary data using a questionnaire as a data collection tool. The number of questionnaires distributed was 87 copies with the number of question items as many as 49 items. Of the 87 questionnaires distributed, all of the questionnaires or as many as 87 questionnaires have been filled in and returned by the respondents to the researcher for processing.

Table 4.1 Descriptive Statistics of Respondents

Information	amount	Percentage
Gender :		
1. Male	40	45.98%
2. Women	47	54.02%
amount	87	100%
Age :		
1. <20 Years	7	8.05%
2. 21-30 years	45	51.72%
3. 31 - 40 years	20	22.99%
4.> 40 Years	15	17.24%
amount	87	100%
Level of education :		
1. Senior high school / equivalent	7	8.05%
2. Bachelor	78	89.65%
3. Postgraduate	2	2.3%
4. Doctor	0	0%
amount	87	100%

Table 4.1 Descriptive Statistics of Respondents (Continued)

Information	amount	Percentage
Income:		
1. <Rp. 3,000,000, -	7	8.05%
2. Rp. 3,000,000 - <Rp. 5,000,000, -	22	25.29%
3. Rp. 5,000,000 - <Rp. 8,000,000, -	33	37.93%
4.> Rp. 8,000,000, -	25	28.73%
amount	87	100%
Length of work :		
1. <1 year	7	8.05%
2. 1 - 2 years	22	25.29%
3. 3 - 5 years	33	37.93%
4.> 5 years	25	28.73%
amount	87	100%

Source: Primary data processed, 2020

Based on the table above, it can be seen that the gender of the employees of PT. Indonesian GTI which is more dominant is female employees. In terms of age, employees of PT. GTI Indonesia which is more dominant is employees aged 21-30 years, employees aged 21-30 years are considered more productive and have fresh thoughts to be able to contribute ideas in achieving company goals. The dominant education level of employees at PT. GTI Indonesia is an employee with a bachelor's degree, because the employee acceptance standard of PT. GTI Indonesia has a bachelor degree in accordance with the field of expertise of the job. In terms of income, the dominant employees at PT GTI Indonesia earn between Rp. 5,000,000 - <Rp. 8,000,000, - with most employees having worked for 3 - 5 years at most.

4.3. Data Quality Test

4.3.1. Validity test

The significance test is done by comparing the calculated r value with the r table for degree of freedom (df) = n-2, in this case n is the number of samples. So the df used is 87-2 = 85 with an alpha of 5%, resulting in a value of r table (two-sided test) of 0.2108. A statement item can be said to be valid if the corrected item-total correlation > r table, with a significance level of 5%.

The results of the validity test for the variables used in this study can be seen below:

Table 4.6 Competency Validity Test Results (X1)

Statement Number	r count	r table	Information
1	0.577	0.2108	Valid
2	0.521	0.2108	Valid
3	0.521	0.2108	Valid

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4	0.602	0.2108	Valid
5	0.687	0.2108	Valid
6	0.573	0.2108	Valid
7	0.573	0.2108	Valid
8	0.581	0.2108	Valid
9	0.554	0.2108	Valid
10	0.505	0.2108	Valid
11	0.533	0.2108	Valid
12	0.599	0.2108	Valid
13	0.621	0.2108	Valid
14	0.672	0.2108	Valid
15	0.639	0.2108	Valid
16	0.492	0.2108	Valid

Source: Primary data processed, 2020

The competency variable (X1) has a calculated r value greater than r table 0.2108 which means that all question items for the Competency variable (X1) are declared valid.

Table 4.7 The Results of Organizational Culture Validity Test (X2)

Statement Number	r count	r table	Information
17	0.619	0.2108	Valid
18	0.693	0.2108	Valid
19	0.642	0.2108	Valid
20	0.800	0.2108	Valid
21	0.652	0.2108	Valid
22	0.730	0.2108	Valid
23	0.766	0.2108	Valid
24	0.672	0.2108	Valid
25	0.675	0.2108	Valid
26	0.726	0.2108	Valid

Source: Primary data processed, 2020

The Organizational Culture variable (X2) has a calculated r value greater than r table 0.2108 which means that all question items for the Organizational Culture variable (X2) are declared valid.

Table 4.8 Test Results of Organizational Commitment Validity (X3)

Statement Number	r count	r table	Information
27	0.612	0.2108	Valid
28	0.585	0.2108	Valid
29	0.726	0.2108	Valid
30	0.491	0.2108	Valid
31	0.686	0.2108	Valid
32	0.658	0.2108	Valid
33	0.676	0.2108	Valid
34	0.745	0.2108	Valid
35	0.630	0.2108	Valid

Source: Primary data processed, 2020

The Organizational Commitment variable (X3) has a calculated r value greater than r table 0.2108, which means that all question items for the Organizational Commitment variable (X3) are declared valid.

Table 4.9 Job Satisfaction Validity Test Results (Y)

Statement Number	r count	r table	Information
36	0.441	0.2108	Valid
37	0.455	0.2108	Valid
38	0.786	0.2108	Valid
39	0.598	0.2108	Valid
40	0.788	0.2108	Valid
41	0.689	0.2108	Valid

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42	0.710	0.2108	Valid
43	0.530	0.2108	Valid
44	0.774	0.2108	Valid
45	0.551	0.2108	Valid
46	0.569	0.2108	Valid
47	0.511	0.2108	Valid
48	0.696	0.2108	Valid
49	0.550	0.2108	Valid

Source: Primary data processed, 2020

The Job Satisfaction variable (Y) has a calculated r value greater than r table 0.2108, which means that all question items for the Job Satisfaction variable (Y) are declared valid.

4.3.2. Reliability Test

Table 4:10 Reliability Test Results

Variable	Cronbach's Alpha	Terms	Information
Competence (X1)	0.867	0.60	Reliable
Organizational Culture (X2)	0.882	0.60	Reliable
Organizational Commitment (X3)	0.824	0.60	Reliable
Job Satisfaction (Y)	0.880	0.60	Reliable

Source: Processed data, 2020

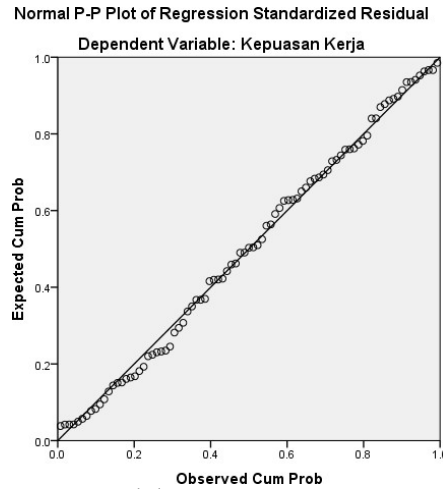
The test results on the reliability of the questionnaire resulted in a Cronbach's Alpha number of 0.867 for the competency variable, 0.882 for the organizational culture variable, 0.824 for the organizational commitment variable and 0.880 for the job satisfaction variable. Based on these results, the Cronbach's alpha value of all variables shows a number greater than 0.60, it can be concluded that all statements from all variables in this study have their reliability tested.

4.4. Classic assumption test

4.4.1. Normality test

4.4.1.1. Graph Analysis

Figure 4.5 P Plot Graph



Source: Processed data, 2020

From the P-Plot chart above, it can be concluded that the points spread around the diagonal line, and the spread follows and approaches the diagonal line. This shows that the regression model is feasible because it meets the normality assumption.

4.4.1.2. Statistic analysis

Table 4.11 Normality Test Results

One-Sample Kolmogorov-Smirnov Test

N		87
Normal Parametersa, b	Mean	.0000000
	Std. Deviation	.12092420
Most Extreme Differences	Absolute	.057
	Positive	.057
	Negative	-.041
Statistical Test		.057
Asymp. Sig. (2-tailed)		.200c, d

Test distribution is Normal.

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Calculated from data.

Lilliefors Significance Correction.

This is a lower bound of the true significance.

Source: Processed data, 2020

Through the results of the One-Sample Kolmogorov-Smirnov Test, it can be seen that the data from the application of the questionnaire is normally distributed because of the Asymp results. The dependent and independent variable sig of $0.200 > 0.05$ means that the dependent and independent variables are normally distributed.

4.4.2. Multicollinearity Test

Table 4:12 Multicollinearity Test Results

Coefficients ^a		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Competence	.424	2,358
	Organizational culture	.202	4,950
	Organizational Commitment	.173	5,774

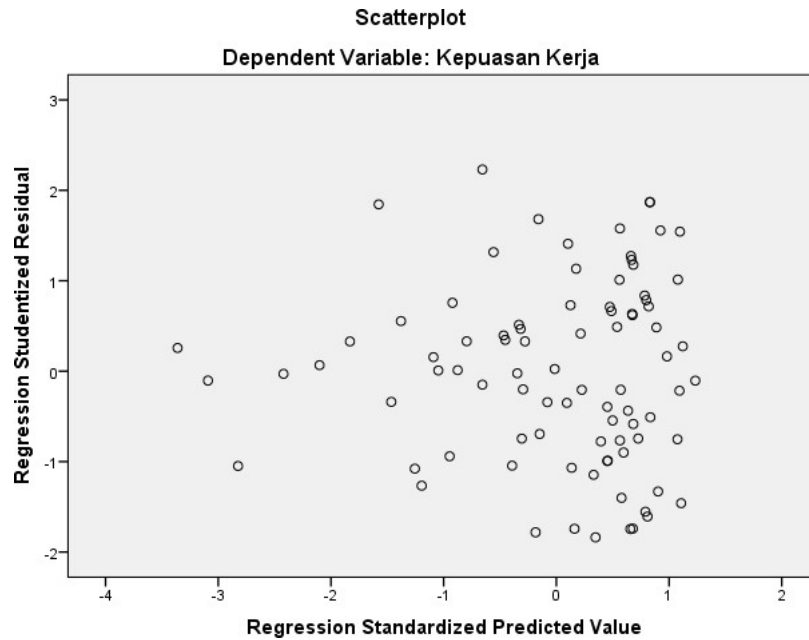
a. Dependent Variable: Job Satisfaction

Source: Processed data, 2020

Based on table 4.16, the results show that the tolerance value of each variable is 0.424, 0.202, 0.173 is greater than 0.10 and the VIF value for the independent variable is 2.358, 4.950, 5.774 respectively smaller than 10, so it can be concluded that there is no multicollinearity between independent variables.

4.4.3. Heteroscedasticity Test

Figure 4.6 Scatterplot Test



Source: Processed data, 2020

Based on the results of the scatterplot graph above, it can be seen that there is no clear pattern and the points that spread above and below the number 0. So it can be concluded that the instrument used does not occur heteroscedasticity.

4.5. Multiple Regression Analysis

Table 4.13 Multiple Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)	.096	.118		.808	.422
Competence	.262	.055	.226	4,772	.000
Organizational culture	.431	.058	.514	7,486	.000
Organizational Commitment	.281	.073	.287	3,868	.000

a. Dependent Variable: Job Satisfaction

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Source: Processed data, 2020

From the regression model above it can be interpreted as follows:

1. Competence has an effect on job satisfaction with a significance of 0.000 with a level of $\alpha = 5\%$. Competence has an effect of 26.2% on job satisfaction marked by the value of B in the Unstandardized Coefficients column of 0.262.
2. Organizational culture affects job satisfaction with a significance of 0.000 with a level of $\alpha = 5\%$. Organizational culture has an influence of 43.1% on job satisfaction indicated by the value of B in the Unstandardized Coefficients column of 0.431.
3. Organizational commitment has an effect on job satisfaction with a significance of 0.000 with a level of $\alpha = 5\%$. Organizational commitment has an effect of 28.1% on job satisfaction indicated by the value of B in the Unstandardized Coefficients column of 0.281.

4.6. Hypothesis testing

The t test aims to provide an overview of the influence of one independent variable with one dependent variable. The measurement used is to use the ratio t count and t table. For this reason, the following hypothesis is formed:

Ho: partially independent variables do not have a significant effect on the dependent variable

Ha: the independent variable partially has a significant effect on the dependent variable. With the confidence level used is 95%, then the value of $\alpha = 0.05$. If t count < t table then Ho is accepted and Ha is rejected or if the value is Sig. > 0.05. If t count > t table then Ho is rejected and Ha is accepted or if the value is Sig. < 0.05. The following is a table of t test results:

Table 4.14 Partial Parameter Test Results (t test)
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	.096	.118		.808	.422
	Competence	.262	.055	.226	4,772	.000
	Organizational culture	.431	.058	.514	7,486	.000
	Organizational Commitment	.281	.073	.287	3,868	.000

a. Dependent Variable: Job Satisfaction

Source: IBM SPSS Statistics 24

Based on the test results, the following results can be obtained:

1) Hypothesis Testing 1

The first hypothesis proposed in this study states that Competence (X1) affects the Job Satisfaction of PT. GTI Indonesia.

Based on the results of the partial parameter test (t test) which is presented in table 4.14, the competency variable has t count = 4.772 with a significance level of 0.000, this shows that $t > t$ table ($4.772 > 1.9889$) and the value

significance (Sig.) $0.000 < 0.05$. So it can be concluded that H_0 is rejected and H_a accepted, which means "Partially competence has a significant effect on Job Satisfaction of Employees of PT. Indonesian GTI "

2) Hypothesis Testing 2

The second hypothesis proposed in this study states that Organizational Culture (X2) affects the Job Satisfaction of PT. GTI Indonesia.

Based on the results of the partial parameter test (t test) presented in table 4.14, the Organizational Culture variable has t count = 7.486 with a significance level of 0.000, this shows that $t \text{ count} > t$ table ($7.486 > 1.9889$) and a significance value (Sig.) $0.000 < 0.05$. So it can be concluded that H_0 is rejected and H_a accepted, which means "Partially Organizational Culture has a significant effect on Job Satisfaction of Employees of PT. Indonesian GTI "

3) Hypothesis Testing 3

The third hypothesis proposed in this study states that Organizational Commitment (X3) affects the Job Satisfaction of PT. GTI Indonesia.

Based on the results of the partial parameter test (t test) which is presented in Table 4.14, the Organizational Commitment variable has t count = 3.868 with a significance level of 0.000, this shows that $t > t$ table ($3.868 > 1.9889$) and a significance value (Sig.) $0.000 < 0.05$. So it can be concluded that H_0 is rejected and H_a accepted, which means "Partially Organizational Commitment has a significant effect on Job Satisfaction of Employees of PT. Indonesian GTI "

4.7. Research Findings

4.7.1. Effect of Competence on Job Satisfaction

The results of data processing in this study indicate that there is a significant positive effect between competence and job satisfaction partially with a significance value of $0.000 < 0.05$ (significance level). The results of this study are consistently supported by Gorenak et al (2019) which stated similarly that competence has a significant effect on job satisfaction. However, in research conducted by Evi Damayanti and Ismiyati (2020), it shows the results of a positive influence between competence and job satisfaction, but this effect is not significant.

According to Watson Wyatt, quoted by Ruky (2013: 106) defines competence as a combination of skills, knowledge and behavior that can be observed and applied critically for the success of an organization and work performance and employee personal contributions to the organization. According to Wijono (2010: 119), satisfaction is a pleasant feeling, which is the result of individual perceptions in order to complete tasks or fulfill their needs to obtain work values that are important to

themselves. If an employee has a high level of competence, he / she will also have a high level of satisfaction, because by having competence, job satisfaction will arise in the employee.

4.7.2. The Influence of Organizational Culture on Job Satisfaction

The results of data processing in this study indicate that there is a significant positive effect between organizational culture and job satisfaction partially with a significance value of $0.000 < 0.05$ (significance level). The results of this study are consistently supported by Evi Damayanti and Ismiyati (2020) who state similarly that organizational culture has a significant effect on job satisfaction. Likewise, the results of research conducted by Belias et al (2014) and research by Ahamed and Mahmood (2015) state that organizational culture has a significant effect on job satisfaction.

According to Sudiro (2011: 44) organizational culture is a pattern of mutually agreed values and beliefs and behavioral guidelines. This shows that organizational culture plays an important role in increasing employee job satisfaction because organizational culture that provides a sense of comfort at work and high trust will encourage increased work behavior through cohesiveness, attractiveness between individuals and commitment from organizational citizens to do everything best for organizational interests.

4.7.3. The Effect of Organizational Commitment on Job Satisfaction

The results of data processing in this study indicate that there is a significant positive effect between organizational commitment and job satisfaction partially with a significance value of $0.000 < 0.05$ (significance level). The results of this study are consistently supported by Laturlean and Prasetyo (2019) which show that organizational commitment has a positive effect on job satisfaction. Likewise with research conducted by Adhan et al (2020) which states that organizational commitment has a positive and significant effect on job satisfaction. According to Priansa (2014: 234) organizational commitment is employee loyalty to the organization which is reflected in their high involvement to achieve organizational goals. Organizational commitment has a positive and significant effect on job satisfaction. it means that the increasing organizational commitment of employees, the job satisfaction will increase. This condition occurs because organizational commitment is the level to which an employee sides with a particular organization and its goals, and intends to maintain its membership in that organization. Often times, organizational commitment is defined individually and is related to the person's involvement in the organization. Someone with high organizational commitment will love their organization more and are reluctant to leave the organization, so they will feel job satisfaction. and intends to maintain its membership in the organization. Often times, organizational commitment is defined individually and is related to the person's involvement in the organization. Someone with high organizational commitment will love their organization more and are reluctant to leave the organization, so they will feel job satisfaction. and intends to maintain its membership in the organization. Often times, organizational commitment is defined individually and is related to the person's involvement in the organization. Someone with high organizational commitment will love their organization more and are reluctant to leave the organization, so they will feel job satisfaction.

V. CONCLUSIONS AND SUGGESTIONS

5.1. Conclusion

Based on the results of the research that has been done, the conclusions of this study are:

1. There is a significant influence between Competence (X1) on Job Satisfaction (Y) at PT. GTI Indonesia with a contribution of 26.2%. This means that job satisfaction at PT. GTI Indonesia is influenced by the competencies of employees. This indicates that employees who have sufficient competence in carrying out their work will feel more satisfied with their work.
2. There is a significant influence between Organizational Culture (X2) on Job Satisfaction (Y) at PT. GTI Indonesia with a contribution of 43.1%. This means that job satisfaction at PT. GTI Indonesia is influenced by the organizational culture applied at PT. GTI Indonesia. This explains that the better the organizational culture that is implemented at PT. GTI Indonesia, employees will feel more satisfied at work.
3. There is a significant influence between Organizational Commitment (X3) on Job Satisfaction (Y) PT. GTI Indonesia with a contribution of 28.1%. This means that job satisfaction of employees of PT. GTI Indonesia is influenced by the organizational commitment that exists within its employees. The commitment that is formed in employees without coercion creates good things by obeying all applicable regulations in the organization and will reach psychological maturity so that it creates a sense of satisfaction in a person.

5.2. Suggestion

Based on the results of the research, there are suggestions that the researchers can submit, including:

1. In the organizational culture variable statement no. 23 regarding "Mr / Mrs / Brother oriented to individual work results" gets the lowest score, preferably PT. The Indonesian GTI further indicates that the work-life balance of employees can be increased, which is the ultimate goal to improve the employee's own performance. pay attention to individual work results by providing rewards for employees who excel, such as giving the title of employee of the year and giving prizes to those who receive it.
2. In the variable of organizational commitment statement no. 35 regarding "This company deserves the loyalty of Mr / Ms / Brother." has the lowest value, preferably PT. GTI Indonesia increases employee motivation by creating harmony in the work environment, fostering love of employees for the company so that employees become loyal and will provide the best for the company, and convey common goals so that employee organizational commitment increases.
3. On the job satisfaction variable statement no. 46 regarding "Mr / Ms / Brother's work relationship with colleagues is good" gets the lowest score, preferably PT. GTI Indonesia holds events that can increase team engagement or togetherness events such as breakfast together at the office, praying together at the beginning of the week, also building relationships at work, by creating a work team and involving all employees to collaborate

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