

The Influence of Organizational Culture, Compensation, Self-Efficacy, and Job Satisfaction on Organizational Commitment Study on Employees of Medan State University

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Abstract. This study aims to analyze the influence of (1) organizational culture on job satisfaction, (2) compensation on job satisfaction, (3) self-efficacy on job satisfaction, (4) organizational culture on organizational commitment, (5) compensation on organizational commitment, (6) self-efficacy on organizational commitment, and (7) job satisfaction on organizational commitment. The study subjects were ASN employees of Medan State University with a sample of 148 people. Data were collected using a closed questionnaire and analyzed using path analysis. The results of the study showed a positive and significant relationship: (1) organizational culture on job satisfaction of 0.173; (2) compensation on job satisfaction of 0.169; (3) self-efficacy on job satisfaction of 0.445; (4) organizational culture on organizational commitment of 0.160; (5) compensation on job satisfaction of 0.349; (6) self-efficacy on organizational commitment of 0.323; and (7) job satisfaction on organizational commitment of 0.531.

Keywords: Organizational Culture, Compensation, Self-Efficacy, Job Satisfaction, Organizational Commitment, Employees of Medan State University.

1 Introduction

Making strides in the quality of higher education requires expanding the commitment of human assets to contribute to the rise of a beneficial work ethic. The commitment of human assets pointed at progressing the quality of instruction is showed within the form of full of feeling commitment within the shape of enthusiastic connection of educational and authoritative staff and standardizing commitment within the frame of person mindfulness of scholarly and regulatory staff of their duties, this commitment must too run reasonably (ceaselessly). Somebody with a tall commitment will devote himself to carrying out and accomplishing the

specified vision, so quality will certainly run directly with expanding commitment from related human assets [1]. The relationship between the quality of human assets and organizational commitment has been demonstrated in a few things about how human assets influence representative execution [2], [3], [4].

Observationally, several factors influence organizational commitment, including job satisfaction and organizational culture [5]. Employees who feel fulfilled with the work they do will be motivated to improve their performance it will increase the success of the institution. If an employee feels that all his needs and desires have been fulfilled by the organization, of course with full awareness the employee will increase the commitment that exists within him. Trust or employee desires that are fulfilled can create job satisfaction within the employee himself [6]. This is a positive factor in increasing organizational commitment. Other experts conclude that the higher the job satisfaction felt by employees, the higher their commitment to the organization [7]. In line with that, it is explained that job satisfaction has a positive relationship with organizational commitment [8].

Positive job satisfaction factors are the type of work itself, compensation and salary, promotion opportunities, and superiors and coworkers can be met, then commitment to the organization will emerge well, so job satisfaction will affect organizational commitment [9]. Another important factor that can affect organizational commitment is self-efficacy. Literature on the relationship between self-efficacy and organizational commitment supports the idea that self-efficacy is an important determinant of organizational commitment. It was found in a meeting of educational experts that self-ability beliefs as predictors of commitment, meaning that self-efficacy affects organizational commitment [10]. In addition, the results of an observational study on the impact of self-efficacy on organizational commitment of students at Gomal and Qurtuba Dera Ismail Khan College, Khyber Pakhtunkhwa, Pakistan, showed that self-efficacy brought about major changes in organizational commitment [11]. Other studies also show that people who have high self-efficacy will feel higher levels of job satisfaction and organizational commitment [12].

From the suppositions of the specialists over, it can be concluded that the foremost overwhelming variables affecting organizational commitment are job satisfaction, organizational culture, compensation, and self-efficacy.

2 Literature review

Organizational Commitment describes the attitude of loyalty of individuals who serve their organization. This organizational commitment includes three things: (1) Strong belief and recognition of the goals and values of the organization; (2) Willingness to strive to realize the interests of the organization; and (3) Strong desire to maintain organizational membership [13]. According to Luthan, specific guidelines for realizing an administrative framework that can offer assistance in solving problems and increasing organizational commitment are: (1) Committing to core human values; (2) Clarifying and communicating the mission; (3) Ensuring organizational justice; (4) Creating a sense of community; and (5) Supporting employee development [9]. So in realizing a program in an organization, the results of the study show that many factors influence the realization of the planned program, one of which is having a strong commitment and belief to succeed.

Affective commitment is a person's desire to maintain their participation in an organization because they feel emotionally attached, identify themselves, and feel involved in the organization, so it will make someone have a strong belief and a great desire to follow all the values of the organization [14], [15], [5]. Employees who have a strong affective commitment will work in the organization because they want it and have a natural motivation to give their best performance by playing an active role in the organization. Continuance commitment can be concluded as an employee's commitment based on considerations of the benefits that have been given by the organization and the costs that will be borne if they leave the organization [14], [5]. An individual chooses to remain in an organization because they consider it as fulfilling their needs and what develops is extrinsic motivation. While normative commitment is based on feelings of having a moral obligation or responsibility to the organization [16]. The third dimension of organizational commitment produces a sense of mental attachment to the organization. Thus, it can be concluded that organizational commitment is the mental attachment of employees to their organization so that they are always steadfast, loyal, and responsible and always want to be involved in running the organization with the following instructions: (1) affective commitment (desire), (2) continuous commitment (need), and (3) normative commitment (responsibility).

In the context of human resources, to produce professional employees with high integrity, a standard reference is needed that is applied by an institution. The standard reference is the organizational culture that systematically directs employees to increase their work commitment to the organization [17]. Organizational culture can be a shared belief and value that gives meaning to each individual in an institution and makes these beliefs and values as rules or guidelines for behavior in the organization. The behavior and work habits of each member of the organization have been carried out since the organization was founded, which are continuously maintained and upheld so that they become a culture in the organization. Organizational culture contains a combination of values, beliefs, assumptions, perceptions, norms, characteristics, and behavioral patterns in an organization [18]. Organizational culture refers to all beliefs, feelings, behaviors, and symbols that are characteristic of an organization [19]. Organizational culture can be a set of widespread values and norms that can control interactions between individuals in the organization and between individuals in the organization and individuals outside the organization [20]. Wehrich and Koontz recommend that organizational culture can be a general pattern of behavior, shared beliefs, and values held by individuals [21]. Organizational culture consists of the values and assumptions that are shared within an organization [22]. It characterizes what is important and unimportant in the organization and as a result, coordinates everyone in the organization towards the "right way" of doing things.

Organizational culture can be a form of belief that is believed and recognized by a group and determines how the group feels, thinks, and reacts to diverse environments [23]. Thus, it can be interpreted that there are similarities in terms of perception, perspective, and behavior of individuals in the organization, as well as a framework that is adopted together. Organizational culture can be an important design of shared values as assumptions that direct the way employees in an organization think and act on issues and opportunities [24]. Almost the same conclusion is conveyed that organizational culture can be a framework of shared actions, values, and beliefs that are formed in an organization and direct the behavior of individuals in it [25]. From the overall conclusion, it is known that organizational culture is something that is created,

created, and agreed upon together in organizational life so that it becomes a design or basic rule for the activities of all individuals or workers in the organization.

Research shows that seven dimensions describe indicators of organizational culture formation [26]. In many organizations, one of the cultural dimensions sometimes emerges above the others and usually, shapes the identity of the organization and the way individuals in the organization work. Each dimension ranges from low to high, which is a fair way of saying that it is not very typical of the culture (low) or very typical of the culture (high). The dimensions used to identify organizational culture are (1) Development and Risk Taking, the extent to which employees are eager to be innovative and dare to take risks; (2) Consideration of Detail, the extent to which employees are expected to demonstrate thoroughness, investigation, and attention to detail; (3) Result Orientation, the extent to which management focuses on results rather than on the methods and processes used to obtain those results; (4) People orientation, the extent to which management decisions consider the impact of results on individuals in the organization; (5) Group Orientation, the extent to which work activities are organized into work groups, not people; (6) Aggressiveness, the degree to which individuals are forceful and competitive, rather than loose; and (7) Firmness, the degree to which organizational activities emphasize status support as opposed to development or advancement. In many organizations, one of these social measures is often more emphasized than the other and shapes the identity and way the organization works [26].

Hence it can be concluded that the organizational culture referred to in this study is the behavioral pattern of employees at Medan State University which is based on values, norms, beliefs, and convictions that are shared, preserved, improved, and used as encouragement in carrying out their respective jobs which are stated in the form of guidelines: development and risk-taking, consideration of detail, result orientation, people orientation, group orientation, aggressiveness, and firmness.

Compensation is a broad expression and relates to rewards in the form of money that someone receives through an employment relationship in an organization. Compensation, awards, or grants are terms that are often used in various writings as rewards given by an organization to its employees or staff. Compensation is everything that employees receive in return for the work that has been given [27]. In this case, the honorarium is translated as a form of organizational remuneration to employees. Compensation is a gift to employees who have contributed to the organization with the aim that they can make a positive contribution to the progress of the organization [28]. In short, compensation can be interpreted as a reward given by an organization to employees as a reward for their contribution in the form of sacrifice of time, energy, and thoughts that they have given to the organization to achieve the goals that have been set.

Medan State University has actualized a compensation framework that is not much different from other higher education. Provision of remuneration to employees outside of compensation as applicable to civil servants is also implemented at Medan State University. Therefore, employees of Medan State University who have civil servant status receive additional compensation outside of compensation as civil servants which is called remuneration as an imbalance of work in the form of salary. Remuneration is an imbalance of work given in the form of salary components, honorariums, fixed allowances, incentives; bonuses for achievement; severance pay; and/or pensions [29]. Remuneration can be in the form of

compensation or rewards given by an organization to employees as a result of work achievements that have been demonstrated to achieve organizational goals [30]. Based on the Decree of the Minister of Finance of the Republic of Indonesia Number 546/KMK.05/2019, starting from January 2020, Unimed Civil Servants in this case education employees, have received compensation related to their participation and implementation with the amount determined based on the Decree of the Minister of Finance of the Republic of Indonesia.

Compensation indicators are grouped into several types in detail, namely intrinsic compensation and extrinsic compensation [31], [32], [18], [33]. Intrinsic compensation includes feelings of ability because the type of work given is by expertise, trying the ability to implement one's strategy to complete the work, or the ability to achieve organizational goals. It is explained that other social and psychological impacts of compensation are also types of intrinsic compensation, such as personal development in the form of work comfort that causes employees to be enthusiastic about working, the availability of convenience, awards, and increased promotion opportunities. Extrinsic compensation is in the form of monetary and non-monetary imbalances. Extrinsic compensation consists of two types, namely direct compensation and indirect compensation. Direct compensation is related to basic salary and variable salary, while indirect compensation is related to employee benefits.

There are three remuneration concepts commonly referred to as 3P, namely: Position, People, and Performance [34]. Position means that remuneration is given based on the position held. In other words, the remuneration given is the same for each position at the same level. People means that remuneration is given to individuals who have special education and membership that is appropriate to their work. Performance is remuneration given to employees who have high performance related to the volume of work [34].

Hence, it can be concluded that compensation is a reward received by employees as an implication for realizing organizational goals which include extrinsic aspects in the form of wages/salaries, allowances, incentives, and remuneration, as well as intrinsic aspects in the form of feelings of ability, skills, responsibility, and personal development.

Efficacy refers to the belief in one's ability to organize and carry out the actions necessary to produce a certain achievement [35]. The concept of self-efficacy is an assessment of one's ability to perform a certain task [36]. The same thing is stated that self-efficacy is a person's belief in his ability to carry out certain behaviors successfully [37]. Thus it can be concluded that self-efficacy is an individual's belief in his ability to face or complete tasks, achieve goals, and overcome obstacles to achieve results in certain situations. There are 4 (four) main sources for increasing self-efficacy, namely: (1) mastery of enactive experience, (2) representative experience, (3) verbal invitation; and (4) physiological state. mastery of enactive experience, namely mastery of experience that is relevant to the task or work in progress. The second source is representative experience, meaning the experience of seeing people who experience something similar and are successful. This will give individuals confidence that they will also be able to do the job successfully. The third source is a verbal invitation, which is an invitation that causes individuals to appear more confident because someone or someone else convinces them that the individual has the skills that can be relied on to succeed in work. The fourth source is a physiological state in this case passion. The passion that is nurtured by individuals can be a driving force that will increase self-efficiency. Passion will guide and encourage so that individuals have the driving force to complete tasks successfully. Individuals with high self-

efficacy will use their experiences, examples of success from others, support from others, and emotional maturity to try to succeed in work [35]. Specific measurements of self-efficacy are level, quality, and simplification. By looking at these three measurements, there are several indicators of self-efficacy, namely: (a) believing in one's abilities, (b) having a positive self-concept, (c) daring to accept and face rejection, (d) being realistic, (e) being calm, and (f) thinking positively [38]. People with high self-efficacy have an optimistic attitude, and positive mood, can improve their ability to edit information more efficiently, and have the idea that failure is something detrimental but motivates them to do better. People with low self-efficacy have a pessimistic attitude, and a negative mood that allows them to be angry, feel guilty, and magnify other people's mistakes. In line with Feldman, the markers of people with high self-efficacy are: (a) having a high desire (passion), (b) having perseverance in working to realize the goals that have been set, and (c) having extraordinary confidence to achieve victory [39]. This can be explained that aspirations (hopes) are related to beliefs about success and goals that will be achieved in the future so that people appreciate and try to do their jobs as well as possible.

Based on the depiction over, it can be synthesized that self-efficacy in this is an individual's conviction in his/her capacity to confront or total an errand, accomplish objectives, and overcome deterrents to attain a result in certain circumstances that incorporate markers: (a) discernment of the assignment, (b) conviction within the capacities had, (c) goals (desires) approximately the work being handled, (d) work encounter, and (e) diligence in attempting to total the work.

Job satisfaction describes a person's positive sentiment towards a job which is the result of an assessment of the characteristics of the job itself [40]. Job satisfaction is related to how a worker feels the meaning of his work [41]. So, it can be concluded that the job satisfaction referred to in this reflection can be a condition of extraordinary enthusiasm felt by workers (individuals) which arises as a result of aspects of the job for which he is responsible, including the conditions of the job itself, progress, supervision and administration, and coworkers or work groups.

3 Method

Based on the problems and objectives that have been set in the thinking, the type of research used in this study is *ex post facto* research. This study collects information based on facts from the indications of the five variables without intervening on the variables that are of concern to the researcher. The research method uses a survey method with a questionnaire technique for employees of Medan State University. This study analyzes the relationship and measures the influence of exogenous variables on endogenous variables. There are 5 (five) variables analyzed, namely: variables (1) organizational commitment, (2) organizational culture, (3) compensation, (4) self-efficacy, and (5) job satisfaction. In the initial stage, job satisfaction is used as an endogenous variable for variations in organizational culture, compensation, and self-efficacy. In the second stage, the organizational commitment variable is used as an endogenous variable for variations in organizational culture, compensation, self-efficacy, and job satisfaction.

Information was collected through a closed questionnaire using a Likert scale indicated by five answer choices, processed with inferential statistics using analysis paths to analyze each dimension to see the pattern of relationships between exogenous and endogenous variables in

the form of direct and indirect relationships which are then used to obtain an ideal organizational commitment model. The sample in this study was 148 from a population of 239 people. This investigation was conducted for 3 (three) months, starting from July to September 2022. To collect investigation information, the survey was distributed directly to employees of Universitas Negeri Medan.

4 Result and discussion

4.1 Result

Calculation of the relationship coefficient between exogenous variables and endogenous variables and way examination utilizing relationship fabric is as summarized within the taking after Table 1.

Table 1. Summary of correlation matrix between exogenous and endogenous variables and its significance

| No | Coefficient correlation | Path coefficient | t _{count} | sig. | Information |
|----|-------------------------|-------------------------|--------------------|-------|-------------|
| 1 | r ₁₄ = 0,310 | ρ ₄₁ = 0,173 | 2,713 | 0,009 | significant |
| 2 | r ₂₄ = 0,750 | ρ ₄₂ = 0,349 | 6,133 | 0,000 | significant |
| 3 | r ₃₄ = 0,661 | ρ ₄₃ = 0,445 | 7,124 | 0,000 | significant |
| 4 | r _{1Y} = 0,533 | ρ _{Y1} = 0,160 | 2,363 | 0,019 | significant |
| 5 | r _{2Y} = 0,636 | ρ _{Y2} = 0,169 | 1,991 | 0,048 | significant |
| 6 | r _{3Y} = 0,661 | ρ _{Y3} = 0,223 | 3,461 | 0,010 | significant |
| 7 | r _{4Y} = 0,578 | ρ _{Y4} = 0,531 | 8,553 | 0,000 | significant |

Note: t_{table} at α= 0.05 is 1.96

Based on the calculation comes about as summarized in Table 1 over, it turns out that the esteem of the seven-way coefficients is > t_t at α = 0.05 (t_h > 1.96), so it can be concluded that the seven-way coefficients are critical (significant).

4.1.1 Model fit test

4.1.1.1 Structural model 1: the influence of organizational culture, compensation, and self-efficacy on job satisfaction

The theory in this basic show 1 states that the high and low levels of job satisfaction (X₄) are affected by organizational culture (X₁), stipend (X₂), and self-efficacy (X₃). Testing of this auxiliary demonstrates 1 is carried out by testing the importance of each parameter by comparing the t esteem with (t_h) at a centrality level of 95% (α= 0,05), as expressed within the yield of the way examination comes about summarized in Table 2.

Table 2. Summary of parameter coefficients of structural model 1

| Influence latent variables | ρ | t_{count} | R Square | Conclusion |
|---|--------|-------------|----------|-------------|
| culture organization → job satisfaction | 0,173 | 1,713 | 0,804 | significant |
| compensation → job satisfaction | 0,349 | 6,133 | | significant |
| self-efficacy → job satisfaction | 0,445 | 7,214 | | significant |

t_{table} at $\alpha= 0.05$ is 1.96

The path coefficient of exogenous variables of organizational culture, compensation, and self-efficacy on endogenous variables of job satisfaction is positive. This shows that exogenous variables of organizational culture, compensation, and self-efficacy variables can increase endogenous variables of job satisfaction. If organizational culture increases by 1 unit, it can increase job satisfaction by 0.173 units. If compensation increases by 1 unit, it can increase job satisfaction by 0.349 units, so if self-efficacy increases by 1 unit, it can increase job satisfaction by 0.445 units.

The R-Square esteem of 0.804 demonstrates that the variables of organizational culture, compensation, and self-efficacy can clarify the development of the job satisfaction variable by 80.4%, and the remaining 19.6% is clarified by other variable builds other than organizational culture, compensation, and self-efficacy of representatives of Universitas Negeri Medan.

From Table 2, it can be seen that the influence of organizational culture variables on job satisfaction, the influence of compensation variables on job satisfaction variables, as well as the influence of self-efficacy variables on job satisfaction have a greater t-count value compared to the t-table value (t_{table} at $\alpha 0.05$ is 1.96), this provides a significant conclusion.

In this way, it can be concluded that there is a noteworthy impact of each variable of organizational culture, compensation, and self-efficacy on job satisfaction. The value of $\rho_{x_4c_4} = \sqrt{1 - R_1^2} = \sqrt{1 - 0,804} = \sqrt{0,196} = 0,442719 = 0,443$

4.1.1.2 Structural model 2: the influence of organizational culture, compensation, self-efficacy and job satisfaction on organizational commitment

The speculation in this basic show 2 states that the high and low organizational commitment (Y) is impacted by organizational culture (X₁), compensation (X₂), self-efficacy (X₃), and job satisfaction (X₄). Testing of this show is done by testing the noteworthiness of each parameter by comparing the t table esteem with (t_{count}) as expressed within the yield of the way examination comes about summarized in Table 3.

Table 3. Summary of parameter coefficients of structural model 2

| Influence latent variables | ρ | t_{count} | R Square | Conclusion |
|--|--------|-------------|----------|-------------|
| culture organization → commitment organization | 0.160 | 2,363 | 0.334 | significant |
| compensation → commitment organization | 0.169 | 1,991 | | significant |

| | | | | | |
|---------------------|---|-------------------------|-------|-------|-------------|
| self-efficacy | → | commitment organization | 0.323 | 3,461 | significant |
| job satsatisfaction | → | commitment organization | 0.531 | 8,553 | significant |

t_{table} at $\alpha= 0.05$ is 1.96

The path coefficient and t_{count} value of the exogenous variables of organizational culture, compensation, self-efficacy, and job satisfaction on the endogenous variable of organizational commitment are positive. This implies that the variables of organizational culture, compensation, self-efficacy, and job satisfaction can increase organizational commitment. If organizational culture increases by 1 unit, it can increase organizational commitment by 0.160 units; if compensation increases by 1 unit, it will increase organizational commitment by 0.169 units; if self-efficacy increases by 1 unit, it can increase organizational commitment by 0.323 units, in addition, if job satisfaction increases by 1 unit, it can increase organizational commitment by 0.531.

The R-Square value of 0.334 indicates that the variables of organizational culture, compensation, self-efficacy, and job satisfaction can explain the formation of job satisfaction variables by 33.4%, and the remaining 66.6% is explained by other variables that develop besides organizational culture, compensation, self-efficacy, and job satisfaction of employees of Universitas Negeri Medan. From Table 3 it can be seen that the influence of organizational culture satisfaction on organizational commitment and the influence of job satisfaction on organizational commitment variables, as well as the influence of self-efficacy on organizational commitment, have a t_{count} value greater than t_t (t_t at $\alpha 0.05$ is 1.96) thus providing a conclusion that it is significant.

Thus it can be concluded that: there is a significant influence of each variable of organizational culture, compensation, self-efficacy and job satisfaction on organizational commitment. While the value of $\rho_{YcY} = \sqrt{1 - R_2^2} = \sqrt{1 - 0,334} = \sqrt{0,666} = 0,816088 = 0,816$; shows that the percentage value (ρ^2_{YcY}) = 66,59%. So the magnitude of the influence received by Y from the variables of organizational culture (X_1), Compensation (X_2), self-efficacy (X_3), and job satisfaction (X_4) as well as the residual variables = $R^2_{x1-4} + \rho^2_{YcY} = 33,4 + 0,6659 = 100\%$. By entering the parameter costs, the causal relationship between the investigated factors that decide the organizational commitment of Medan State College workers can be portrayed in Figure 1.

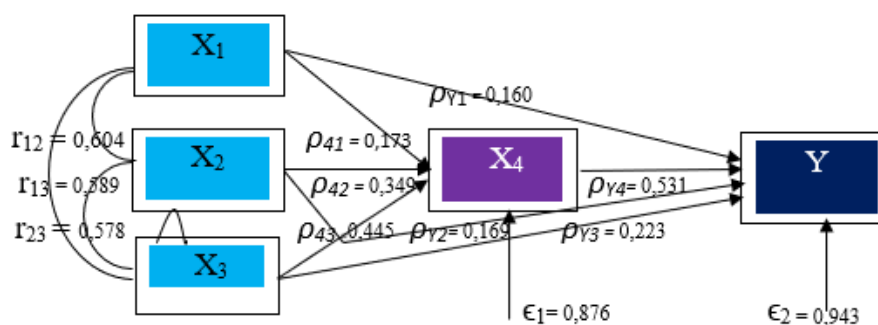


Figure 1. Decomposition of causal influence between variables

Besides, to guarantee whether the proposed model is in understanding with the information or not, and in general show appropriateness test is carried out between model 1 and model 2. In way investigation, a show is said to fit (has appropriateness) with the information if the test relationship lattice isn't very distinctive from the evaluated relationship network or the anticipated relationship.

To test the suitability of the model in path analysis, the following formula is used:

$$Q = \frac{1 - R_m^2}{1 - M}, \text{ with :}$$

$$R_m^2 = 1 - (1 - R_1^2)(1 - R_2^2) \text{ where } - R_1^2 = 0.483 \text{ (Sub Structure 1), and } R_2^2 = 0.334 \text{ (Sub Structure 2)}$$

So,

$$R_m^2 = 1 - [(1 - 0.483)(1 - 0.334)]$$

$$= 1 - (0.517)(0.666)$$

$$= 1 - 0.344 = 0.656$$

Because the path diagram on paths 1 and 2 is significant, the price of $M = R_m^2$ according to the formula above, the price of Q becomes:

$$Q = \frac{1 - 0.656}{1 - 0.656} = 1.00$$

Based on the calculations carried out as above, the Q value is 1. If the Q value = 1 or close to 1, then the overall path analysis model tested is fit with the data (perfect fit model). Thus it is concluded that the proposed model is a perfect fit with the data.

4.1.2 Direct and indirect influence

Through the path diagram between the variables studied which is arranged based on the building theory and the results of hypothesis testing, the direct and indirect influence of the exogenous variables on the endogenous variables can be calculated. Path analysis is used to determine the direct influence, while the Sobel Test is used to determine the indirect influence. The criteria used in the indirect influence are if the $z_{\text{sobel}} > 1.96$ implies that there is an indirect influence between the exogenous and endogenous variables. In addition, if the $\rho_{\text{sobel}} \leq 0.05$ implies that the indirect relationship is stated as significant. The results of the calculation of the direct and indirect relationship between the exogenous and endogenous variables are summarized in Table 4 below.

Table 4. Results of calculation of direct and indirect influences

| Variables | Influence direct | | Influence no directly via X4 | | |
|----------------------|------------------|-----------|------------------------------|--------------------|-----------------------|
| | Against X4 | Against Y | ρ_{xy} | z_{sobel} | ρ_{sobel} |
| Culture organization | 0.173 | 0.160 | 0,092 | 1,594 | 0,111 |
| Compensation | 0.349 | 0.169 | 0,185 | 4,981 | 0,000 |
| Self-efficacy | 0.445 | 0.323 | 0,237 | 5,501 | 0,000 |
| Job Satisfaction | | 0,531 | | | |

Note: The value of z_{tabel} at $\alpha = 0.05$ is 1.96 and the value of $\rho_{\text{tabel}} = 0.05$

From Table 4 it can be seen that the cost of $\rho_{1 \text{ t}_4 \text{ y}} = 0.039$ with $z_{\text{sobel}} = 1.994 (< 1,96)$ and the value of ρ_{sobel} is $0.11 (> 0.05)$; the cost of $\rho_{2 \text{ t}_4 \text{ y}} = 0.185$ with $z_{\text{sobel}} = 4.981 (> 1.96)$, and ρ_{sobel} values of $0.000 (< 0,05)$; and $\rho_{1 \text{ t}_4 \text{ y}} = 0.237$ with a z_{sobel} of $5.501 (> 1.96)$ and ρ_{sobel} values of $0.000 (< 0.05)$ it is concluded that the factors of organizational culture (X_1), compensation (X_2), self-efficacy (X_3), and job satisfaction (X_4) have a coordinate positive and critical impact. Moreover, the backhanded impact is that organizational culture (X_1), stipend (X_2), and self-efficacy (X_3) have a critical backhanded impact on organizational commitment (Y) with the job satisfaction variable (X_4) as an interceding variable.

4.2 Discussion

4.2.1 Analysis of the influence of organizational culture on job satisfaction

Organizational culture can be a major determinant of the success of an organization's performance. The success of an organization in implementing aspects or values of its organizational culture can encourage the organization to develop and grow sustainably. This means that the better the organizational culture, the better the performance of its employees. Conversely, if the organizational culture gets worse, employee performance will also decline. So, both variables must be improved together to be good and follow expectations.

The results of research related to organizational culture and job satisfaction, as concluded by one researcher who stated that there is a positive and significant relationship between organizational culture and employee job satisfaction, show that the stronger the organizational culture, the higher the level of employee job satisfaction [42]. Other researchers also found that organizational culture has a significant influence on Employee Job Satisfaction [43]. In addition, other researchers also found that organizational culture has a positive and significant influence on employee job satisfaction [44]. Finally, this study also found that organizational culture and motivation have a positive and significant influence on job satisfaction [45].

The results of this study can be said to strengthen the results of previous studies, organizational culture has a significant influence on employee job satisfaction at Medan State University.

4.2.2 Analysis of the influence of compensation on job satisfaction

Compensation is a form of reward, either material or non-material, given by an organization to employees as a reward for the contribution they have made to the organization. If employees feel that the compensation they receive is to their wishes, then job satisfaction will be felt by employees. In this case, it can be concluded that compensation affects job satisfaction.

The comes about of investigation related to recompense and job satisfaction as conducted by other ponders found that stipends have a positive and critical impact on job satisfaction [46]. One ponder found that there was a noteworthy positive impact between emolument and job satisfaction among Indogrosir Samarinda employees [47]. Moreover, other discoveries expressed that emolument encompasses a noteworthy positive impact on worker job satisfaction [48].

The comes about of this think about can be said to reinforce the comes about of past considers, specifically that emolument contains a positive and noteworthy impact on the job satisfaction of representatives at the State University of Medan.

4.2.3 Analysis of the influence of self-efficacy on job satisfaction

Self-efficacy is an individual's conviction in their capabilities, particularly to carry out an arrangement of exercises to realize certain objectives. People with tall inspiration and energy, no matter how troublesome the work they confront, will continuously attempt to total their work in different ways and strategies that they think can be done to realize their objectives concurring with their desires.

The results of research related to self-efficacy and job satisfaction as conducted by one researcher found that self-efficacy has a significant partial influence on employee job satisfaction, the work environment has a significant influence on employee satisfaction, and self-efficacy and the work environment have a simultaneous influence on job satisfaction [49]. Researchers who researched employees of PT. Sukandana Djaya Denpasar found that self-efficacy, work motivation, and the work environment have a positive and significant influence on job satisfaction [50]. In addition, other researchers also found that organizational culture and self-efficacy variables simultaneously have a significant influence on job satisfaction, in addition, based on the regression equation, it can be seen that the self-efficacy variable is a variable that has a dominant influence on job satisfaction [51].

The results of the research conducted can be said to strengthen the results of previous research, namely that self-efficacy has a positive and significant influence on employee job satisfaction at Medan State University.

4.2.4 Analysis of the influence of organizational culture on organizational commitment

A strong organizational culture will make members of the organization feel proud of their organization, therefore organizational culture must be preserved as a characteristic, and must always be improved and maintained. Values and norms in an organization, especially values and norms that apply in the scientific community, in this case in higher education, to become strong, require a long process. However, when a value and norm have become a culture in the life of the campus community, then the values and norms can be maintained and are difficult to change. Creating values and norms as a culture and used as a lifestyle in the campus community, it will support the organizational commitment of employees at Medan State University.

The results of research related to organizational culture and organizational commitment such as research conducted by one researcher by looking at case studies on employees of Pancasakti College, Tegal found that organizational culture has a positive and significant influence on organizational commitment [52]. In addition, other studies have also found that organizational culture has a positive influence on organizational commitment and job satisfaction can mediate the influence of organizational culture on organizational commitment [53]. Other researchers have also found that organizational culture has a close relationship with organizational commitment [54]. Finally, other researchers concluded that organizational culture has a positive and significant influence on organizational commitment, and job satisfaction as a mediating variable has a positive and significant influence on the influence of organizational culture on organizational commitment [55].

The results of this study can be concluded to strengthen the results of previous studies, as stated above that organizational culture has a significant influence on the organizational commitment of employees of Medan State University.

4.2.5 Analysis of the influence of compensation on organizational commitment

Compensation is a reward in the form of money or non-money given by an organization to employees or staff for services provided by employees or staff to the organization. Compensation can also be interpreted as everything that is obtained, both physically and non-physically. Compensation also means all rewards obtained by a worker/employee for services or work results in a company or organization in the form of money or goods, either directly or indirectly. Compensation provides benefits to employees and organizations. For employees, rewards can increase motivation and job satisfaction. For organizations, it aims to create a good system in managing human resources.

Research related to organizational commitment and compensation conducted by one researcher found that compensation has a significant effect on organizational commitment [56]. In addition, other researchers concluded that there is a significant influence between compensation and employee organizational commitment [57]. Compensation has a positive and significant influence on organizational commitment [58]. Other studies also found that there is a very strong relationship between perceptions of justice and fulfillment with affective commitment components [59]. Other researchers also studied compensation and job satisfaction on organizational commitment in lecturers at State Universities in Pakistan and found that job satisfaction and compensation have a significant positive influence on university lecturers, they have a high level of organizational commitment and satisfaction with the work itself [60].

The results of the study can be concluded to strengthen previous research, as stated above, namely that compensation has a significant influence on employee organizational commitment at the State University of Medan.

4.2.6 Analysis of the influence of self-efficacy on organizational commitment

Self-efficacy has a major influence on organizational commitment. An employee with high self-efficacy will have the belief that he can achieve success in completing work in an organization. He will continue to try in various ways to complete his work according to his expectations. If the work that is his responsibility can be completed well, then the person will feel a match in his work which can result in him remaining in the organization. Furthermore, if he feels that his work is appropriate and is reluctant to leave it, then he will feel that his work is needed for him, meaning that the employee is committed to his organization. Thus, it can be said that an employee who has high self-efficacy also has a high influence on his organizational commitment.

The results of research related to self-efficacy with organizational commitment as stated by one researcher who stated that self-efficacy has a positive effect on organizational commitment [61]. Meanwhile, research conducted by other researchers on lecturers at Pakuan University found that self-efficacy has a positive effect on professional commitment. If self-efficacy is high, it will also lead to high professional commitment [62]. Other researchers also found that there is a direct and significant influence between self-efficacy and organizational commitment [63]. Finally, other researchers also found that self-efficacy has a positive and significant influence on organizational commitment [64].

The comes about of the ponder affirmed the comes about of previous studies as expressed over, to be specific that self-efficacy encompasses a critical impact on the organizational commitment of workers at the State University of Medan.

4.2.7 Analysis of the influence of job satisfaction on organizational commitment

Job satisfaction has the most prominent influence on organizational commitment. High job satisfaction will increase the organizational commitment of the organization's members to their organization. The job satisfaction of the organization's members must be maintained and improved so that the members' commitment to the organization also increases. With the high commitment of Medan State University employees, it can be ascertained that the employees have a strong desire to continue working under the auspices of the organization because they have goals and values that are in line. Employees have a high commitment to remain at Medan State University so that employees can fully support the organization's goals and try to play a role in the progress of the organization.

Research conducted related to job satisfaction and organizational commitment such as that conducted by one researcher who stated that job satisfaction has a positive effect on organizational commitment [65]. Other researchers also found that job satisfaction has a significant positive effect on employee organizational commitment [66]. In addition, other studies also found that job satisfaction affects organizational commitment [67], and other studies also found that job satisfaction has a positive and significant effect on organizational commitment [68].

The results of the research conducted can be said to strengthen the findings of previous studies, namely that job satisfaction has a significant effect on employee organizational commitment at Medan State University.

5 Conclusion

Based on the results of data analysis and discussion of research results, it can be concluded that: (1) Organizational culture has a direct effect on job satisfaction, in other words, organizational culture has a significant effect on job satisfaction of Medan State University employees. The better the organizational culture that is implemented, the higher the job satisfaction of Medan State University employees; (2) Compensation has a direct effect on job satisfaction. In other words, compensation has a significant effect on the job satisfaction of Medan State University employees. The better the compensation system that is provided, the higher the job satisfaction of Medan State University employees; (3) Self-efficacy has a direct effect on job satisfaction. In other words, self-efficacy has a significant effect on the job satisfaction of Medan State University employees. The higher the self-efficacy, the higher the job satisfaction of Medan State University employees; (4) Organizational culture has a direct effect on organizational commitment. In other words, organizational culture has a significant effect on the organizational commitment of Medan State University employees. The better the organizational culture that is implemented, the higher the organizational commitment of Medan State University employees; (5) Compensation has a direct effect on organizational commitment. In other words, compensation has a positive and significant effect on the organizational commitment of Medan State University employees. The better the compensation system implemented, the higher the

organizational commitment of Medan State University employees; (6) Self-efficacy has a direct effect on organizational commitment. In other words, self-efficacy has a positive and significant effect on the organizational commitment of Medan State University employees. The higher the self-efficacy, the higher the organizational commitment of Medan State University employees; and (7) Job satisfaction has a direct effect on organizational commitment. In other words, job satisfaction has a significant effect on the organizational commitment of Medan State University employees. The higher the job satisfaction, the higher the organizational commitment of Medan State University employees.

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