
The Effect of Organizational, Individual, and Job Characteristics on Organizational Commitment with Job Satisfaction as an Intervening Variable (Study on Employees of PT. Sukses Mantap Sejahtera (SMS) Dompu Regency)

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Abstract

This study aims to explain the effect of organizational characteristics, individual characteristics, and job characteristics on organizational commitment with job satisfaction as an intervening variable at PT. Sukses Mantap Sejahtera Dompu Regency. The method used in this study is a quantitative method with a population of 300 people. The sample used in this study used a census technique which took the total number of samples as respondents, which was 300 people. Data analysis techniques were used in this study, namely descriptive statistical analysis, classical assumption test, and path analysis (Path Analysis) using the SPSS version 26 program. From the test results obtained results 1) Organizational Characteristics have a direct and significant effect on Job Satisfaction with a significance value of 0.000. 2) Individual Characteristics have a direct and significant effect on Job Satisfaction with a significance value of 0.032. 3) Job characteristics have a direct and significant effect on job satisfaction with a significance value of 0.009. 4) Job Satisfaction has a direct and significant effect on Organizational Commitment with a significance value of 0.022. 5) Organizational Characteristics have a direct and significant effect on Organizational Commitment with a significance value of 0.000. 6) Individual Characteristics have a direct and significant effect on Organizational Commitment with a significance value of 0.045. 7) Job characteristics have a direct and significant effect on Organizational Commitment with a significance value of 0.012. 8) Organizational characteristics have an indirect and significant effect on Organizational Commitment through Job Satisfaction with a significance value of 0.004. 9) Individual characteristics have an indirect and significant effect on Organizational Commitment through Job Satisfaction with a significance value of 0.008. 10) Job Characteristics have an indirect and significant effect on Organizational Commitment through Job Satisfaction with a significance value of 0.006.

Keywords: *Characteristics, Individual Characteristics, Job Characteristics, and Organizational Commitment*

INTRODUCTION

In the development of a company, whether it is a small, medium or large scale company, the issue of the quality of the product or service of the company concerned will determine the rapid development of the company or not. In addition to the quality of products or services, the thing that affects the development of a company is the quality of the work of its employees. Employees' work can be said to be good if they carry out one of the company's vision and mission. The achievement of the vision and mission is nothing but managing Human Resources with good potential in order to increase the work commitment and organization of its employees in the company. Every employee who works in a company or organization must have its own characteristics and commitment to work, because if a company if its employees do not have a characteristic or commitment to work, then the goals of a company or organization will not be achieved.

PT. Sukses Mantap Sejahtera (SMS) is a sugar cane plantation and sugar producer, which is part of the SAMORA Group. Sugarcane plantation PT. Sukses Mantap Sejahtera (SMS) is located in Dompu, West Nusa Tenggara, with a core plantation area of more than 5,000 hectares. The efforts of PT Sukses Mantap Sejahtera to scavenge sugar on the slopes of Mount

Tamboro need to be appreciated because it provides new jobs for the surrounding residents. In order to provide optimal benefits, there are still many efforts that must be made so that according to its name, PT Sukses Mantap Sejahtera, makes it successful, stable and prosperous for the surrounding community. So to maintain the effectiveness of the company's productivity, the Director of PT. Success Mantap Sejahtera must pay attention to the organizational commitment of employees and also employee job satisfaction as one of the main factors in production.

Organizational commitment is the identification and bond of a person in an organization (Moorhead and Griffin, 2-013:73). A highly committed person may view himself as a true member of a company, refer to the organization in personal terms, ignore minor sources of dissatisfaction, and see himself as a permanent member of the organization. In contrast, a person who is less committed is more likely to see himself as an outsider, express more dissatisfaction about many things, and not see himself as a long-term member of the organization.

While job satisfaction is a feeling of pleasure or displeasure of employees in viewing and carrying out their work (Sutrisno, 2012: 75). The problem of job satisfaction is very dependent on three main components, namely the individual as the executor of the work, the work carried out, and the organization where the individual works. Therefore, the characteristics of each of these components must be considered to create job satisfaction

RESEARCH METHODS

The method used in this study using quantitative methods and data collection using a questionnaire. Respondents in this study were all employees of PT. The success of Mantap Sejahtera, totaling 300 people and the method of determining the sample using the census method, to measure respondents' answers in this study using a Likert scale measuring instrument. Then the data analysis method uses descriptive analysis method which is used to explain the characteristics of the respondents, especially in relation to the variables used in this study, and classical assumption test analysis which is used to test the research hypothesis. Furthermore, using path analysis to determine the direct and indirect effects of variables in this study.

RESULTS AND DISCUSSION

Statistical Test Results

Instrument Trial

Validity test

Table 1. Validity Test Results

Item	Validity (Correlation Number)	Table r Value N=300; $\alpha=5\%$	Test results
Y1	0.640	0,113	Valid
Y2	0.691	0,113	Valid
Y3	0.629	0,113	Valid
Y4	0.638	0,113	Valid
Y5	0.641	0,113	Valid
Y6	0.689	0,113	Valid
Z1	0.593	0,113	Valid
Z2	0.640	0,113	Valid
Z3	0.655	0,113	Valid

Z4	0.567	0,113	Valid
Z5	0.653	0,113	Valid
Z6	0.631	0,113	Valid
Z7	0.500	0,113	Valid
Z8	0.592	0,113	Valid
X1.1	0.716	0,113	Valid
X1.2	0.535	0,113	Valid
X1.3	0.627	0,113	Valid
X1.4	0.365	0,113	Valid
X1.5	0.609	0,113	Valid
X1.6	0.758	0,113	Valid
X2.1	0.582	0,113	Valid
X2.2	0.666	0,113	Valid
X2.3	0.624	0,113	Valid
X2.4	0.669	0,113	Valid
X2.5	0.592	0,113	Valid
X2.6	0.497	0,113	Valid
X2.7	0.545	0,113	Valid
X2.8	0.362	0,113	Valid
X3.1	0.473	0,113	Valid
X3.2	0.642	0,113	Valid
X3.3	0.476	0,113	Valid
X3.4	0.510	0,113	Valid
X3.5	0.526	0,113	Valid
X3.6	0.643	0,113	Valid
X3.7	0.574	0,113	Valid
X3.8	0.591	0,113	Valid
X3.9	0.672	0,113	Valid
X3.10	0.585	0,113	Valid

Source: Data of PT.Sukses Mantap Sejahtera processed in 2022

Reliability Test

Table 2. Reliability Test Results

Item	Reliability Coefficient	Test results
Organizational Characteristics (X1)	0,783	Reliable
Individual Characteristics (X2)	0,701	Reliable
Job Characteristics (X3)	0,751	Reliable
Job Satisfaction (Z)	0,743	Reliable
Organizational Commitment (Y)	0,733	Reliable

Source: Data of PT. Sukses Mantap Sejahtera processed in 2022

Berdasarkan Table hasil uji reliabilitas maka dapat disimpulkan bahwa variabel karakteristik organisasi, karakteristik individu, karakteristik pekerjaan, kepuasan kerja karyawan dan Komitmen organisasi yang digunakan dalam penelitian ini adalah reliabel, hal tersebut dikarenakan koefisien Cronbach's Alpha diatas 0,6.

Classic assumption test

Normality test

Table 3. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		300
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	.88024767
Most Extreme Differences	Absolute	.296
	Positive	.204

	Negative	-.296
Test Statistic		.296
Asymp. Sig. (2-tailed)		.075 ^c

a. Test distribution is Normal.
 b. Calculated from data.
 c. Lilliefors Significance Correction.

Source: Data of PT. Sukses Mantap Sejahtera processed in 2022

Based on the table shows that the results of the normality test carried out indicate that the data is normally distributed. This is indicated by the Asymp Sig value. (2-tailed) of 0.075 > 0.05. Then it can be concluded that the data is normally distributed.

Linearity Test

Table 4. Linearity Test Results

ANOVA Table							
			Sum of Squares	Df	Mean Square	F	Sig.
Organizational Commitment * Individual Characteristics	Between Groups	(Combined)	.087	2	.043	.056	.946
		Linearity	.013	1	.013	.016	.899
		Deviation from Linearity	.074	1	.074	.095	.758
	Within Groups		231.660	297	.780		
	Total		231.747	299			

Source: Data of PTSukses Mantap Sejahtera processed in 2022

From the output above, it can be seen that the significance value for Linearity is 0.006. Because the significance is less than 0.05, it can be concluded that there is a linear relationship between the variables of anxiety and optimism.

Multicollinearity Test

Table 5. Multicollinearity Test Results

Model		Coefficients ^a				Collinearity Statistics		
		Unstandardized Coefficients	Std. Error	Standardized Coefficients	T	Sig.	Tolerance	VIF
1	(Constant)	27.378	2.596		10.546	.000		
	Organizational Characteristics	-.020	.026	-.045	-.770	.442	.987	1.013
	Individual Characteristics	-.001	.064	-.001	-.012	.990	.993	1.007
	Job Characteristics	.024	.018	.079	1.362	.174	.988	1.012

a. Dependent Variable: Organization Commitment

Source: Data of PT.Sukses Mantap Sejahtera processed in 2022

Based on the test results in the table above, because the VIF value for all variables has a value less than 10 and a tolerance value greater than 0.10, it can be concluded that there is no multicollinearity between the independent variables in the regression model.

Heteroscedasticity Test**Table 6. Heteroscedasticity Test Results**

Model	Coefficients ^a					
	Unstandardized Coefficients			Standardized Coefficients		Sig.
	B	Std. Error	Beta	T		
1 (Constant)	-.145	1.621		-.090	.929	
Organizational Characteristics	.021	.016	.075	1.288	.199	
Individual Characteristics	.019	.040	.028	.483	.630	
Job Characteristics	-.012	.011	-.065	-1.109	.268	

a. Dependent Variable: ABS

Source: Data of PT.Sukses Mantap Sejahtera processed in 2022

Based on the results of the Park test, it can be seen that the significance value of all variables is above 0.05 so it can be concluded that there is no heteroscedasticity in both models and has met the classical assumption test.

Hypothesis testing**Partial Test (t-Test)****Table 7. T. Test Results**

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	T	
1 (Constant)	0,281	0,229		1,223	0,222
TOTALX1	0,987	0,081	0,739	12,157	0,000
TOTALX2	0,106	0,049	0,105	2,154	0,032
TOTALX3	0,119	0,043	0,149	2,787	0,006

a. Dependent Variable: TOTALZ

2022

From the results of the partial test, it can be concluded that:

- The t-test value of the organizational characteristic variable (X1) has a significance of 0.000. Because the significance of t is less than 5% ($0.000 < 0.05$), which means that there is a significant direct effect between the organizational characteristics variable (X1) on the job satisfaction variable (Z). This shows that.
H1 Organizational Characteristics have a direct effect on the Job Satisfaction of PT. Sukses Mantap Sejahtera in Dompu Regency accepted and H0 rejected.
- The t-test value of the individual characteristic variable (X2) has a significance of 0.032. Because the significance of t is less than 5% ($0.032 > 0.05$), which means that there is a significant direct effect between the individual characteristic variables (X2) on the job satisfaction variable (Z). This shows that.
H2 Individual Characteristics have a direct effect on the Job Satisfaction of PT.Sukses Mantap Sejahtera in Dompu Regency is accepted and H0 is rejected.

- c. The t-test value of the job characteristics variable (X3) has a significance of 0.009. Because the significance of t is less than 5% ($0.006 < 0.05$), which means that there is a significant direct effect between the job characteristics variable (X3) on the job satisfaction variable (Z). This shows that.

H3 Job Characteristics have a direct effect on the Job Satisfaction of PT. Sukses Mantap Sejahtera in Dompu Regency is accepted and H0 is rejected.

Tabel 8. Hasil Uji t

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
	1 (Constant)	0,084	0,185		
X1	0,691	0,068	0,686	10,138	0,000
X2	0,079	0,039	0,104	2,016	0,045
X3	0,086	0,034	0,142	2,518	0,012
Z	0,049	0,021	0,063	2,297	0,022

a. Dependent Variable: Y

Sumber: Data PT. Sukses Mantap Sejahtera diolah Tahun 2022

From the results of the partial test, it can be concluded that :

- a. The t-test value of the job satisfaction variable (Z) has a significance of 0.022. Because the significance of t is less than 5% ($0.000 < 0.05$), which means that there is a significant effect between the job satisfaction variable (Z) on the organizational commitment variable (Y). This shows that. H4 Job Satisfaction has a direct effect on the Organizational Commitment of PT. Sukses Mantap Sejahtera in Dompu Regency is accepted and H0 is rejected.
- b. The t-test value of the organizational characteristic variable (X1) has a significance of 0.000. Because the significance of t is less than 5% ($0.000 < 0.05$), which means that there is a significant direct effect between the organizational characteristics variable (X1) on the organizational commitment variable (Y). This shows that. H5 Organizational Characteristics have a direct effect on the Organizational Commitment of PT. Sukses Mantap Sejahtera in Dompu Regency. accepted and H0 rejected.
- c. The t-test value of the individual characteristic variable (X2) has a significance of 0.045. Because the significance of t is less than 5% ($0.039 > 0.05$), which means that there is a significant direct effect between the individual characteristic variables (X2) on the organizational commitment variable (Y). This shows that. H6 Individual Characteristics have a direct effect on the Organizational Commitment of PT. Sukses Mantap Sejahtera in Dompu Regency. accepted and H0 rejected.
- d. The t-test value of the job characteristics variable (X3) has a significance of 0.012. Because the significance of t is less than 5% ($0.009 < 0.05$), which means that there is a significant direct effect between the job characteristics variable (X3) on the organizational commitment variable (Y). This shows that. H7 Job Characteristics have a direct effect on the Organizational Commitment of PT. Sukses Mantap Sejahtera in Dompu Regency. accepted and H0 rejected.

Coefficient of Determination (R^2)**Table 9. Test Results (R^2)**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.990 ^a	0,980	0,980	1,62405

a. Predictors: (Constant), Job Characteristics, Individual Characteristics, Organizational Characteristics

Source: Data of PT. Sukses Mantap Sejahtera processed in 2022

Based on table 9 the value of the coefficient of determination shown by Adjusted R Square is 0.980, which means that the direct effect of organizational characteristics (X1), individual characteristics (X2), and job characteristics (X3) on job satisfaction (Z) variables is 98.0%. While the remaining 2.0% is influenced by other variables.

Table 10. Test Results (R^2)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.989 ^a	0,978	0,977	1,30181

a. Predictors: (Constant), Job Characteristics, Individual Characteristics, Organizational Characteristics

Source: Data of PT. Sukses Mantap Sejahtera processed in 2022

Based on table 10 the value of the coefficient of determination shown by Adjusted R Square is 0.977, which means that the direct effect of organizational characteristics (X1), individual characteristics (X2), and job characteristics (X3) on organizational commitment variables (Y) is 97.7%. While the remaining 2.3% is influenced by other variables.

Table 11. Test Results (R^2)

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.989 ^a	0,977	0,977	1,31076	

a. Predictors: (Constant), Job Satisfaction

Source:
Data of PT. Sukses Mantap Sejahtera processed in 2022

Based on table 10, the value of the coefficient of determination shown by the Adjusted R Square is 0.977, which means that the direct influence of the job satisfaction variable (Z) on the organizational commitment variable (Y) is 97.7%. While the remaining 2.3% is influenced by other variables.

Path Analysis

Testing the intervening variables used the path analysis method (path analysis) path analysis was used for the pattern of relationships between three or more variables.

Path Analysis Interpretation

a. Model Path Coefficient I

1. Referring to the regression model I output in the Coefficients table section, it can be seen that the significance value of the three variables is $X1 = 0.000$ $X2 = 0.032$ $X3 = 0.006$ which

- means it is smaller than 0.05. These results provide an answer that the regression model I, namely variables X1, X2, and X3 have a significant effect on variable Z.
- The value of Adjusted R Square contained in the Model Summary table is 0.980. This shows that the contribution of the influence of X1, X2, and X3 to Z is 98.0%. While the remaining 2.0% is influenced by other variables. Meanwhile, the value of e1 can be found with the formula $e1 = (1-0.980) = 0.002$. Thus, the path diagram of the structure model 1 is obtained as follows:

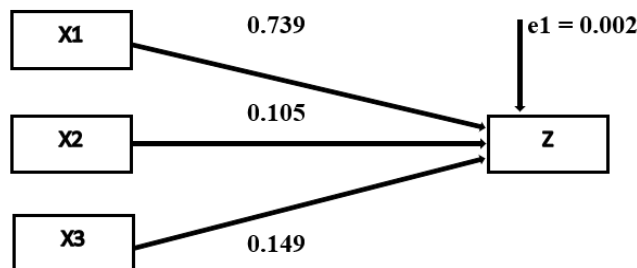


Figure 1. Path Diagram of Structural Model I

Source: Data of PT.Sukses Mantap Sejahtera processed in 2022

b. Model II Path Coefficient

- Referring to the regression model II output in the Coefficients table section, it can be seen that the significance value of the four variables is X1 = 0.000 X2 = 0.045 X3 = 0.012 Z = 0.022 which means it is smaller than 0.05. These results provide an answer that the regression model II, namely the variables X1, X2, X3, and Z have a significant effect on the Y variable.
- The value of Adjusted R Square contained in the Model Summary table is 0.977. This shows that the contribution of the influence of X1, X2, X3, and Z on Y is 97.7%. While the remaining 2.3% is influenced by other variables. Meanwhile, the value of e2 can be found with the formula $e2 = (1-0.977) = 0.023$. Thus, the path diagram of the structure model II is obtained as follows:

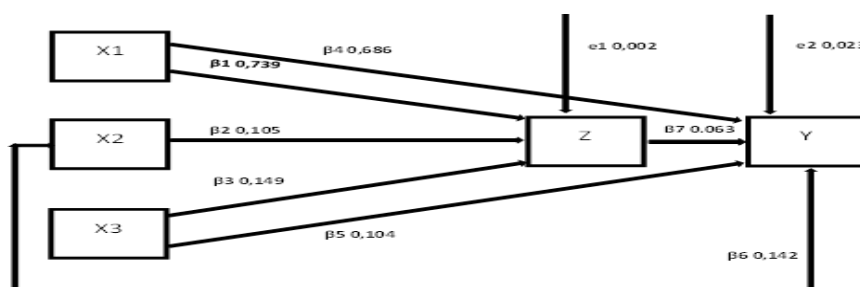


Figure 2. Path Diagram of Structural Model II

Source: Data of PT. Sukses Mantap Sejahtera processed in 2022

- It is known that the direct influence of X1 to Y is 0.686 and the direct effect of Z to Y is 0.063, which means the value of the indirect effect of X1 to Y through Z is $0.686 \cdot 0.063 =$

- 0.004. So that the magnitude of the value of direct influence and indirect influence is greater than the value of direct influence which is equal to 0.686. This shows that. H8 Organizational Characteristics have an indirect effect on Organizational Commitment through Job Satisfaction of PT. Sukses Mantap Sejahtera in Dompu Regency. Accepted and H0 rejected.
2. It is known that the direct influence of X2 to Y is 0.142 and the direct effect of Z to Y is 0.063, which means the value of the indirect effect of X2 to Y through Z is $0.142 \times 0.063 = 0.008$. So that the magnitude of the value of direct influence and indirect influence is greater than the value of direct influence which is equal to 0.142. This shows that. H9 Individual Characteristics have an indirect effect on Organizational Commitment through Job Satisfaction of PT. Sukses Mantap Sejahtera in Dompu Regency. Accepted and H0 rejected.
3. It is known that the value of the direct influence of X3 to Y is 0.104 and the direct effect of Z to Y is 0.063, which means the value of the indirect effect of X3 to Y through Z is $0.104 \times 0.063 = 0.006$. So that the magnitude of the value of direct influence and indirect influence is greater than the value of direct influence is equal to 0.104. This shows that. H10 Job characteristics have an indirect effect on Organizational Commitment through Job Satisfaction of PT. Sukses Mantap Sejahtera in Dompu Regency. Accepted and H0 rejected.

Table 12. Summary of Pathway Analysis

No	Path	Effect		Total
		Direct	Indirect	
1.	X1 To Z	0.739		0.743
2.	X2 To Z	0.105		0.113
3.	X3 To Z	0.149		0.155
4.	X1 To Y	0.686		
5.	X2 To Y	0.142		
6.	X3 To Y	0.104		
7.	X1 To Y Through Z		0.004	
8.	X2 To Y Through Z		0.008	
9.	X3 To Y Through Z		0.006	

Source: Data of PT. Sukses Mantap Sejahtera processed in 2022

Direct Effect of Organizational Characteristics on Job Satisfaction

Based on the results of the analysis and various tests that have been carried out, in this study, the results of organizational characteristics have a positive and significant effect on job satisfaction. This is evidenced by the results of statistical testing that are found on the results of the t test, namely there is a positive and significant effect with a significant value of 0.000 and the magnitude of the effect of 0.739. This means that if the characteristics of the organization owned by employees are appropriate, then the employee's job satisfaction will be higher. Conversely, if the organizational characteristics possessed by employees are not appropriate, then employee job satisfaction decreases. This means that if the behavior of the leader is appropriate, and is supported by an adequate environment, then job satisfaction will increase.

This is in line with the research conducted by Yernawilis, Noesyirwan, Wirawan & Harisjon 2021 which explains that Organizational Characteristics Have Significant Influence on Job Satisfaction. Furthermore, Sudrsono (2010) which states that organizational characteristics consisting of leader behavior and the environment have a significant effect on job satisfaction.

Direct Influence of Individual Characteristics on Job Satisfaction

Based on the results of the analysis and various tests that have been carried out, this study obtained the results of individual characteristics having a positive and significant effect on job satisfaction. This is evidenced by the results of statistical tests that are found on the results of the t test, namely there is a positive and significant effect with a significant value of 0.032 and the magnitude of the effect of 0.105.

The results of statistical testing in this study are also in line with research conducted by Ulfah & Ngongo 2018 which explains that individual characteristics have a positive and significant effect on job satisfaction. Furthermore, research conducted by Mahayanti & Sriathi 2017 explains that individual characteristics also have a positive and significant effect on employee job satisfaction.

Direct Effect of Job Characteristics on Job Satisfaction

Based on the results of the analysis and various tests that have been carried out, this study obtained the results of job characteristics having a positive and significant effect on job satisfaction. This is evidenced by the results of statistical tests that are found on the results of the t test, namely there is a positive and significant effect with a significant value of 0.009 and the magnitude of the effect of 0.149. This means that if the characteristics of the work owned by employees are appropriate, then the employee's job satisfaction will be higher. On the other hand, if the job characteristics of the employee are not appropriate, the employee's job satisfaction will decrease. This means that the more appropriate the variety of tasks, job autonomy, task identity, feedback and the importance of the tasks that employees have so that they are able to complete tasks well, job satisfaction will increase.

The test results in this study are in line with research conducted by Tumewu, Lumanauw & Ogi 2014 which explains that job characteristics have a positive effect on employee job satisfaction at the Event Organizer Reborn Creative Center. Furthermore, research conducted by Kadir, Sjaharuddin & Purnomo 2017 which explains that job characteristics also have a significant effect on employee job satisfaction.

Direct Effect of Job Satisfaction on Organizational Commitment

Based on the results of the analysis and various tests that have been carried out, this study obtained the results of job satisfaction having a positive and significant effect on organizational commitment. This is evidenced by the results of the statistical test found on the results of the t test, namely there is a positive and significant effect with a significant value of 0.022 and the magnitude of the effect of 0.063.

In line with research conducted by Maisarah et al. 2018 that job satisfaction has a direct effect on organizational commitment at the Citra Mandiri Regional Company in Central Java (PD. CMJT). This study also supports research conducted by Azeem et al 2015 that job satisfaction has a positive and significant effect on organizational commitment. The results of research conducted by Ravindranath, et al (2014) show that job satisfaction and organizational commitment are positively and significantly related to each other. The results of this study are also in accordance with the theory according to Luthans (2011) that organizational commitment is an important component in studying employee behavior in an organization because it affects employee attitudes and behavior at work. Employees who are committed to the organization can help the process of increasing effectiveness in achieving organizational

goals. Therefore, the company or company leadership must pay attention to the organizational commitment of its employees so that the goals and productivity of a company increase.

Direct Effect of Organizational Characteristics on Organizational Commitment

Based on the results of the analysis and various tests that have been carried out, this study obtained the results of organizational characteristics that have a positive and significant effect on organizational commitment. This is evidenced by the results of statistical tests that are found on the results of the t test, namely there is a positive and significant effect with a significant value of 0.000 and the magnitude of the effect of 0.686. This means that this study supports research conducted by Martono et al. 2017 which explains that organizational characteristics have a positive effect on organizational commitment. This research is also in line with research conducted by Arati 2017 which explains that organizational characteristics have a direct effect on the organizational commitment of employees of the Palm Oil Mill of PT. Perkebunan Nusantara IV (Persero) Sosa Plantation Unit, North Sumatra.

The results of this study also support research conducted by Rahmat, Sabri & Nasfi 2020 that there is a significant and positive influence on organizational characteristics on organizational commitment at PT. PLN (Persero) Bukitinggi Area with a variable value of organizational characteristics is 0.091. The significance value of the organizational characteristic variable is 0.018. If the significance value is compared with the significant level used in this study ($\alpha = 0.05$), it is evident that the significance value is smaller than the significant level used ($0.018 < 0.05$). From the regression coefficient, it is known that the organizational characteristic variable is 0.091, which means it is positive.

Direct Influence of Individual Characteristics on Organizational Commitment

Based on the results of the analysis and various tests that have been carried out, this study obtained the results of individual characteristics having a positive and significant effect on organizational commitment. This is evidenced by the results of statistical tests that are found on the results of the t test, namely there is a positive and significant effect with a significant value of 0.045 and the magnitude of the effect of 0.104.

The results of this study are in line with research conducted by Yuyun & Darmawati 2020 which explains that partially there is a significant influence between Individual Characteristics on Employee Organizational Commitment at PDAM Lematang Enim, Muara Regency. Research conducted by Sariningtyas 2016 also explains that individual characteristics have a positive but not significant effect on organizational commitment. This is related to the opinion of Thoha (2011: 34) that individual characteristics bring into the organizational order their abilities, personal beliefs, expectations, needs, and past experiences.

Direct Effect of Job Characteristics on Organizational Commitment

Based on the results of the analysis and various tests that have been carried out, this study obtained the results of job characteristics having a positive and significant effect on organizational commitment. This is evidenced by the results of the statistical test found on the results of the t test, namely there is a positive and significant effect with a significant value of 0.012 and the magnitude of the effect of 0.142. The results of this study support previous research conducted by Januardi 2021 which explains that job characteristics have a significant effect on organizational commitment. Research conducted by Yuyun & Darmawati 2020 also explains that partially there is a significant influence between job characteristics and employee organizational commitment at PDAM Lematang Enim, Muara Regency.

Indirect Effect of Organizational Characteristics on Organizational Commitment through Job Satisfaction

This research shows that organizational characteristics have an indirect effect on organizational commitment through job satisfaction. This is evidenced by the results of

statistical tests that are found in the results of path analysis (Path Analysis), namely there is an indirect effect with a value of 0.004.

This study is in line with research conducted by Arati 2017 which explains that organizational characteristics affect organizational commitment through employee job satisfaction at the PT. Perkebunan Nusantara IV (Persero) Sosa Plantation Unit, North Sumatra. Other research that also supports this research is the research conducted by Sulaksono 2013 which explains that Organizational Characteristics affect the organizational commitment of PT. Bank Mega Tbk, Semarang Through job satisfaction as an intervening variable

Indirect Effect of Individual Characteristics on Organizational Commitment through Job Satisfaction

Based on the results of the analysis and various tests that have been carried out, this study obtained the results of individual characteristics that have an indirect effect on organizational commitment through job satisfaction. This is evidenced by the results of statistical tests that are found in the results of path analysis (Path Analysis), namely there is an indirect effect with a value of 0.008.

These results strengthen the research conducted by Hsu & Liao (2016), that organizational commitment is able to strengthen the bond between employees and the organization in this case the company. Companies with diverse training to support employee skills, encourage employees to commit to the company they work for and ultimately create employee job satisfaction as a result of their career results or abilities in the company. Another research that supports this research is January 2021 which explains that job characteristics affect organizational commitment through job satisfaction as an Intervening variable. When associated with research that has been done on employees of PT. Success Mantap Sejahtera in Dompu Regency as well as interviews with employees found that good job characteristics with the need to develop and variety of skills encourage the creation of improvements in employee quality and productivity at work which in turn leads to organizational commitment to employees as a result of employee job satisfaction.

Indirect Effect of Job Characteristics on Organizational Commitment through Job Satisfaction

Based on the results of the analysis and various tests that have been carried out, this study obtained the results of job characteristics that have an indirect effect on organizational commitment through job satisfaction. This is evidenced by the results of statistical tests that are found in the results of path analysis (Path Analysis), namely there is an indirect effect with a value of 0.006.

This research is in line with research conducted by Ulfah & Ngongo 2018 which explains that individual characteristics affect organizational commitment through job satisfaction as an intervening variable. Other studies that also support this research, namely research conducted by Sariningtyas 2016 also explains that individual characteristics have a direct effect on organizational commitment by 0.261 and an indirect effect through job satisfaction of 0.186. This positive intervention shows that the management of PT. Success Mantap Sejahtera Dompu Regency in addition to improving the job characteristics of its employees must also pay attention to increasing job satisfaction so that organizational commitment is increasing. Therefore, job characteristics and job satisfaction as a whole are two things that are inseparable to increase the organizational commitment of employees of PT. sukses Mantap Sejahtera, Dompu district.

CONCLUSION

Based on the explanation in the distribution table of respondents' answers in the previous chapter, that the average total score obtained from the organizational characteristics variable is 4.51. This shows that the organizational characteristics of employees at PT. SMS Dompu Regency is in very good condition. The average total score obtained from the individual characteristic variables is 4.20. This shows that the organizational characteristics of employees at PT. SMS Dompu Regency is in good condition. The average total score obtained from the job characteristics variable is 4.1. This shows that the job characteristics of employees at PT. SMS Dompu Regency is in good condition. The average total score obtained from the organizational commitment variable is 4.41. This shows that the organizational commitment of employees at PT. SMS Dompu Regency is in very good condition/very committed. While the average total score obtained from the job satisfaction variable is 4.35. This shows that the job satisfaction of employees at PT. SMS Dompu Regency is in very good condition / very satisfied.

There is a direct and significant influence between Organizational Characteristics on Job Satisfaction. This is evidenced by the results of the statistical test found on the results of the t test. There is a direct and significant influence between individual characteristics on job satisfaction. This is evidenced by the results of the statistical test found on the results of the t test. There is a direct and significant influence between Job Characteristics on Job Satisfaction. This is evidenced by the results of the statistical test found on the results of the t test. There is a direct and significant influence between Job Satisfaction on Organizational Commitment. This is evidenced by the results of the statistical test found on the results of the t test. There is a direct and significant influence between Organizational Characteristics on Organizational Commitment. This is evidenced by the results of the statistical test found on the results of the t test. There is a direct and significant influence between Individual Characteristics on Organizational Commitment. This is evidenced by the results of the statistical test found on the results of the t test. There is a direct and significant influence between Job Characteristics on Organizational Commitment. This is evidenced by the results of the statistical test found on the results of the t test. There is an indirect effect of organizational characteristics on organizational commitment through job satisfaction. This is evidenced by the results of statistical tests that are found in the results of path analysis (Path Analysis). There is an indirect effect of individual characteristics on organizational commitment through job satisfaction. This is evidenced by the results of statistical tests that are found in the results of path analysis (Path Analysis). There is an indirect effect of job characteristics on organizational commitment through job satisfaction. This is evidenced by the results of statistical tests that are found in the results of path analysis (Path Analysis).

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