

**EFFECT OF JOB DESIGN AND CULTURAL ORGANIZATION
TOWARD ORGANIZATION COMMITMENT WITH LEADERSHIP
AS MODERATING VARIABLE (STUDY IN EMPLOYEES OF
ORGANIZATION PLANNING SECTOR OF REGIONAL WORK
UNIT IN CENTRAL LOMBOK, INDONESIA)**

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Abstract

This study aims to (1) analyze the significance of job design influence toward organizational commitment; (2) to analyze the significance of organizational culture influence toward organizational commitment; (3) to analyze the effect of leadership moderation toward the relationship of job design with organizational commitment (4) to analyze the effect of leadership moderation toward organizational culture relationship with organizational commitment. Data collection method used in this research is survey sample. Population in this research is all staffs of planning area who spread at 44 Organizations of regional work in- Central Lombok Regency. The number of members of the population are 165 people. Determination of sample used purposive sampling method. Sampling frame comprised of employees who have a working period at least 1 year in planning sector. The number of are 95 people. Techniques or data

collection tools used questionnaires. The analytical tool used in this research is PLS (Partial Least Square) with the help of SmartPLS 3.0 program. The results showed that (1) Work Design has positive and significant influence toward organizational commitment; (2) Organizational culture has a significant positive effect toward organizational commitment; (3) The effect of leadership moderation does not strengthen the relationship of job design with organizational commitment; (4) The effect of leadership moderation does not strengthen the organizational culture relationship with organizational commitment.

Keywords: Job Design, Organizational Culture, Organizational Commitment, Leadership

INTRODUCTION

Human resources is one of elements in the organization which has an important role in realizing organizational goals. To be able to achieve these goals is required human resources (as employees or workers) who have high organizational commitment. They usually make a maximum effort voluntarily for organizational progress. They will strive to achieve organizational goals by maintaining organizational values. In addition, they will participate and actively participate in advancing the organization, as well as they will be responsible with willing to give all their abilities.

The goal of human resource management is to build and improve their organizational commitment but one thing that should be considered by the manager is what factors affect the organizational commitment of employees or workers. Steers and Porter (1991) stated that several factors that influence organizational commitment including personal characteristics, work characteristics, organizational characteristics, nature and quality of work. Robbins (2006: 168) who stated that the characteristics of work besides to be able to create employees' job satisfaction will also affect the work of employees and workers' commitment to the organization. Then from some research results on business organizations, it has been revealed that organizational commitment can be influenced by job characteristics (reflection of job design), organizational culture, and leadership. The results of this study attracted the attention of researchers to conduct studies on public organizations of government.

Research about the influence of job design on organizational commitment conducted by Djastuti (2011) on construction service company, the results of her study indicate that job characteristics have a significant positive effect on organizational commitment. The findings are interpreted that high organizational commitment with the support of good work characteristics will ultimately be expected to improve employees' performance. Further research conducted by

Handaru, et al (2013) at a particular company, the results of his research indicate that there is a significant influence of job characteristics on employee organizational commitment at PT X in Jakarta. Then research conducted by Sancaya (2017) on Endek woven fabric company in Sidemen, the results of her research indicate that the characteristics of the work have a significant influence on employees' commitment of the organization craftsman of woven fabric Endek at Pelangi Traditional Weaving Village Sidemen.

In contrast to the results of research conducted by Aldinata, et al (2015) at PT. Altrak 1978 Padang stated that job characteristics have a positive effect not significant to organizational commitment of employees. Institutions are expected to be able to place employees with various tasks, work autonomy, job identities, feedback and the importance of tasks in accordance with the ability of employees so that future job characteristics will increase the organizational commitment of employees in the work.

Research about the influence of organizational culture on organizational commitment conducted by several researchers, Latib, et al (2016) did a study in Semarang City Market Service who employs civil servants (PNS). The results of his research indicate that there is a positive and significant influence of organizational culture on organizational commitment. The results are interpreted if the stronger implementation of organizational culture at the Market Office in Semarang City, the higher the organizational commitment in the employees. Furthermore Amrullah (2016) conducted a study about Semarang Polytechnic Shipping Polytechnic. The result of the research stated that there is a positive and significant influence from organizational culture to organizational commitment. It is understood that if the stronger organizational culture in Semarang Polytechnic Ship Employee, the higher the organizational commitment in itself. Then Usmany, et al (2016) conducted a study on Gondorukem Factory Employees and Terpentin Sukun Perum Perhutani Business Unity of Industry Mandiri Gondorukem and Terpentine II Ponorogo. The results of his research stated that organizational culture has a significant positive effect on organizational commitment.

While three studies above are different from Logahan's research, et al (2014) conducted at PT. Bank Tabungan Negara, Tbk Ciputat Branch. The results of his research indicate that organizational culture has a very weak and insignificant relationship with organizational commitment. He emphasized that organizational culture has no significant and negative influence on organizational commitment. It shows that organizational culture relationship is inversely related to organizational commitment; which means that if organizational culture gets stronger, organizational commitment will decrease; on the contrary if organizational culture gets weaker, then organizational commitment increases.

The empirical study was conducted at the Regional Device Organization (OPD) of Central Lombok Regency, this is to see the relationship between organizational commitment with job design, organizational culture and leadership. Central Lombok Regency Government has 44 OPD which in every OPD there is area of planning with main duty and function manage planning and finance. Local government agencies are supported by Civil Servants (PNS) who provide services to the community that are required to have a high commitment in work and hopefully they are able and willing to complete tasks properly.

The work takes a long time to complete and the problems faced quite complex. Tasks demand higher skills and skills. Jobs often can not be completed on time, so employees must work "overtime". Some activities such as the General Plan of Procurement (RUP) on all OPDs should be completed by January 10, 2017, but in reality from 44 OPDs, these have been completed until 30 January 2017 only 11 OPD or equal to 25 percent of the complete. In addition, the submission of physical and financial realization report to the regent, it is targeted no more than or maximally 10 month next, but from the data obtained that up to February 20, 2017 only 15 ODDs have submitted their reports, or equal to 34 percent of ODDs that can submit realization reports physical and financial to Regent (*Development Administration Section and LPSE of Central Lombok*).

Based on the theoretical concise and empirical phenomena occurring in the Civil State Apparatus / OPD Planning Officers in Central Lombok District, the authors are interested in conducting a study about "The Influence of Job Design and Organizational Culture on Organizational Commitment with Leadership as the Moderating Variables.

Research Purposes

- 1) To analyze and understand the significant effects of job design on organizational commitment.
- 2) To analyze and know the significant influence of organizational culture on organizational commitment.
- 3) To analyze and to know the significant influence of job design on organizational commitment with moderated leadership.
- 4) To analyze and know the significant influence of job design on organizational commitment with moderated leadership.

STUDY OF LITERATURE

Study of Organizational Commitment

Organizational commitment according to Robbins (2006: 92) is the degree of an employee to take sides with an organization as well as its goals and intentions to maintain its membership within the organization. Furthermore, it is said that organizational commitment is one of work attitudes because it reflects a person's feelings (likes or dislikes) about the organization in which he works. In another section Robbins defines it as an individual orientation to an organization that includes loyalty, identification and involvement. Thus organizational commitment is the orientation of the active relationship between the individual and organization. The orientation of the relationship results in an individual (employee) is willing to give something of his own, and something that are given illustration of his support for the achievement of organizational goals.

Luthans (2006: 249) said that organizational commitment as a form of attitude most often defined as a strong desire to remain a member of a particular organization, a desire to strive according to the organization's desires and certain beliefs, and acceptance of organizational values and goals. In other words, this is an attitude that reflects the employee's loyalty to the organization and the ongoing process in which members of the organization express their concern for the organization and its continued success and progress.

The types of commitment or dimension of organizational commitment fostered by Allen and Meyer (1991) in Luthans (2006: 249) can be explained as follows:

1. *Affective Component* is related to the emotional, identification and involvement of employees in an organization.
2. *Continuance Component*, means a component based on the employee's perception of the disadvantage that will face if leaves the organization.
3. *Normative Component*, is the employee's feelings about the obligations that have to give to the organization. This commitment arises as a result of investments made by the organization to individuals (eg in the form of training or tuition) or socialization of the importance of loyalty.

These three dimensions are often used as the basis by researchers to measure the level of commitment of employees in an organization. Employees with high organizational commitment will demonstrate a positive attitude that they need and have high expectations of the organization they work for, and more motivated to work. Commitment requires a sacrifice and individual devotion within the organization, so that it can be interpreted as loyalty to do whatever has been decided by the organization.

Organizational commitment is also a relationship between individuals and organizations where individuals work. For individuals who have a high commitment can be characterized by a

relatively equal belief in the values and goals of the organization. They like and are willing to strive sincerely for the benefit of the organization and realize the goals of the organization and have a strong desire to remain part of the organizations.

All organizations want all employees to be highly committed, because they can benefit from employees' commitment to the organization such as: to avoid high staffing costs; may reduce or alleviate *supervision* employee; and can improve organizational effectiveness. But what should be considered the leadership of the organization are the factors that affect commitment. Steers and Porter (1991) suggest that there are a number of factors that affect employees' commitment to the organization: (1) personal factors including *job expectations*, *psychological contracts*, *job choice factors*, personal characteristics. (2) Organizational factors, including *initial work experience*, *job scope*, *supervision*, *organisational goals consistency*. (3) Non-organizational factors, including *availability of alternative jobs*. Factors that are not from the organization, such as whether or not there are other work alternatives. If there is and better of course employees will leave it.

Studies of Job Design

Jobs that are done by workers are jobs have been designed by the organization in such a way. Job Design is the process of forming, creating or making work with attention to various elements such as organizational elements, work environment elements. Some scholars argue such as Gibson, et al (1996) who said that job design is aimed at managers' processes in determining individual tasks and authority. Furthermore Mathis and Jackson (2001) said that the design or job design with regard to organize work, duties and responsibilities in a productive work unit. Then Handoko (2001) said the Job Design is a function of determining the work activities of an individual or group of employees organizationally. The goal is to organize work assignments that meet organizational, technological and behavioral needs.

The importance of more attention to the design of the work on the grounds because it can affect employee performance, job motivation, job satisfaction and affect the physical health and mental of workers. From the point of view of personnel management, job design greatly affects the quality of work life, which is reflected in the individual satisfaction of the holder of office. For it is appropriate that every job needs to be designed well because it must be connected with some psychological factors of the employee itself.

Job Design can be seen from its nature that contains two dimensions of the extent or range of work and enrichment or depth of work. Gibson (1996) states the range of jobs indicates the number of tasks one would expect someone to do a job. The more tasks required, the wider the range of jobs. The bigger the task, the longer it takes to complete a job. While the depth of

work is a number of discretion for individuals to decide on work activities and employment results. In other words, it indicates the degree of flexibility of an individual in determining the various choices in carrying out a job.

Mathis and Jackson (2001) also describe the expansion of work as an extension of the scope of a job by developing a number of different tasks to do. Enrichment work is increasing the depth of a job by adding responsibility for planning, organization, control and job evaluation.

Gibson et al. (1996), Mathis and Jackson (2001) and Robbins (2006) have created a *Job Characteristics model* whose work can be seen from the dimension of behavior, has characteristics: skill diversity, task identity, task pentin, autonomy, and feedback that will be linked to work motivation, job satisfaction and employees' performance. With *Job Characteristics model* that each job should describe five dimensions, these are:

- a) Diversity of skills; how far the work demands a diversity of different activities, so that the worker can use a number of different skills and talents.
- b) Identity of duty; how far the work requires the completion of all pieces of work intact and recognizable
- c) the importance of tasks; how far the work has a considerable impact on the life or work of others.
- d) Autonomy; how far the work gives freedom, non-dependence, and considerable discretion to the individual in scheduling the work and in determining the procedure used in completing the work.
- e) Feedback; how far the work activities required by the job result in obtaining clear and direct information by the individual regarding the effectiveness of his performance.

Five characteristics of the work often the researchers use as the indicators in measuring job design in an organization. A good design can be seen from the perception of employees or employees to five dimensions or characteristics.

Study of Organization culture

Culture essentially is a process of integration of a human behavior that includes thoughts, speech and deeds with the learning process. In human life, it is influenced by the culture where they are. The same thing will happen in an organization or company, the mix of all values, beliefs and behavior of each member of the organization will shape the organizational culture. Understanding organizational culture according to Robbins (2006) is a shared value system within an organization that determines the level of how employees perform activities to achieve organizational goals. Shared values that should be firmly held by members of the organization

will form the beliefs and attitudes of members who will in turn determine the way that they behave.

The shared values usually play a role in supporting the good and the truth, the beliefs that are most embraced and used as a work culture in decision making and the implementation of organizational activities. Implementation of an organization's culture into the focus of the researchers is to see the strength or weakness of the culture. Robbins (2006) further argued that stronger cultures have a greater impact on employee behavior and are more directly linked to reduced employee turnover. In a strong culture, the core values of an organization are held intensively and widely shared. The more members who receive core values and the greater their commitment to those values, the stronger the culture. A strong culture will have a profound influence on the behavior of its members because of the high level of togetherness and intensity of creating an internal climate of high behavioral control.

Then Robbins (2006) stated that the roles or function of culture within an organization are: 1). As a boundary that clearly distinguishes an organization from other organizations; 2). Provide a sense of identity for members of the organization; 3). Facilitate the forwarding of commitments to a greater extent than individual interests; 4). To encourage the stability of the social system is a social glue that helps unify the organization; and 5). Establish a sense and control that provides guidance and shapes attitudes and behaviors of employees.

Each organization has a culture that characterizes the values and norms shared jointly. Robbins and Judge (2008) mention that the meaning of value is implied a set of key characteristics of organizational culture, these are: 1). Innovation and retrieval; 2). Detailed attention; 3). Orientation of results; 4) Orientation of people; 5). Team orientation; 6). Aggressiveness; and 7). Stability.

Study of Leadership

Leadership is a process of influencing and motivating a person or group of people to want to do something to achieve the desired goals. Clearly and explicitly Yuki (2005) Stated that leadership is a process for influencing others to understand and agree with what needs to be done and how it is done effectively, and a process to facilitate individual and collective efforts to achieve common goals. Furthermore Robbins (2006) states leadership is the ability to influence groups to achieve goals. Leadership is a process of interaction between leaders and employees where leaders strive to influence employees to achieve company goals.

Implementation of leadership that leader is always in contact with others, who act as subordinates; the leader will use his formal or personal influence and power; leaders want to

change the behavior of subordinates; leaders always strive to achieve organizational goals as well as individual goals; and leadership practices are institutionalized.

The success of the leader in carrying out his leadership tasks can be successful, depending on his ability to carry out the leadership functions laid out in the organization. Nawawi (2001) and Rivai (2009) have outlined the leadership functions, run by a leader. Operationally the main functions of leadership are: 1) Instructive function; in the form of giving orders to subordinates to carry out the tasks that have been outlined. 2) Consultative function; in the form of giving instructions, suggestions, opinions to subordinates and or receive feedback from subordinates about the ways to carry out the task and solve problems faced by subordinates. 3) Delegate function; in the form of distribution of authority, because each leader is not possible to work alone to carry out the main task of the organization. 4) Function of participation; in the form of activating of subordinates, both in the participation of taking decisions and in carrying out its main duties.

Then Antonio (2007) added the leadership function 5) Control functions; in the form of supervision through guidance, coordination and guidance. 6) Exemplary Function; that the leader as a person who is mandated in a group or organization, should be an example or model (*modeling*) for subordinates. 7). Pioneer function (*path finding*). This function is proclaimed by Stephen Covey in Antonio (2007), where the leader seeks to understand and meet the main needs of its *stakeholders*, mission and values adopted, and related to the vision and strategy are where the organization (the company) will be taken and how suggestion can be achieved . 8). Aligning *function*. Leaders must align the entire system within the organization to be able to work and synergistically. The leader must understand the parts of the organizational system (the company). Then he aligns the parts to fit the strategy to achieve the vision outlined. 9). Function empowerment(*empowering*).Leaders must strive to cultivate the environment so that everyone in the organization is able to do the best and always has a strong commitment.

Relationships Between Variables and Research Hypotheses

- 1) Based on theoretical review and some empirical studies as stated in the introduction of Djastuti (2011), Handaru, et al. (2013), and Sancaya (2017) explain the relationship between job design and organizational commitment, the researcher states the following hypothesis: First Hypothesis (H1) : Suspected job design has a positive and significant influence on Organizational Commitment.
- 2) Based on theoretical review and some empirical studies as stated in the introduction of Latib, et al (2016), Amrullah (2016), and Usmany et al. (2016) explain the relationship between organizational culture and organizational commitment, the

researcher states the following hypothesis: Second hypothesis H2): Suspected Organizational Culture has a positive and significant impact on Organizational Commitment

- 3) Based on a brief overview of leadership theory and from the results of empirical studies from Setiawan and Sudharma (2015) and Suparman, et al (2017) stated that leadership has a positive and significant impact on organizational commitment. Then the researcher formulates the following hypothesis: Third Hypothesis (H3): Suspected that the effect of moderating Leadership strengthens or magnifies the influence of the job design on organizational commitment. Fourth Hypothesis (H4): that the effect of moderating Leadership strengthens or magnifies the influence of Organizational Culture on Organizational Commitment.

RESEARCH METHOD

Sample and Data Collection

Data collection method used is survey samples. Population in this research is all staffs of planning area spread at 44 Organizations of Region in - Central Lombok Regency. A number of members of the population are 165 people. Determination of sample used purposive sampling method. Sample criteria are employees who have a working period at least 1 year in the field of planning. The number of sample is 95 people.

Variables and Operational Definition

1. **Organizational Commitment (Y)**, is the respondent's opinion about the attitudes and behaviors he / she has in relation to the participation and involvement as a Planning of Officer at the Regional Device Organization of Central Lombok Regency. Indicators used to measure employees' organizational commitment are: (1) Pride as an employee in the field of planning (2) The pleasure of doing work within the organization (3) The willingness to work whenever assigned to leadership (4) Willingness to sacrifice for organization (5) Employee's loyalty to the leadership and organization (6) The earnestness of employees in performing their duties (7) Participation is responsible for organizational performance; and (8) Feelings of loss if leaving the organization (9) The expectation of employees to remain members of the organization.
2. **Job Design (X1)** is the respondent's perception of the tasks that have been given and done as an employee of planning at the Regional Device Organization of Central Lombok

Regency. Indicators used to measure job design are: (1) Compatibility of skills possessed by tasks (2) Variations Skills required in resolving employment of planning personnel (3) Authority in completing work (4) Clarity of task operational procedures (5) tasks (6) Meaning of tasks done (7) Satisfaction if successful to achieve target (8) Goodness in the way of supervision (9) Provision of post-supervision improvement advice (10) Work with other parties to complete the task.

3. Variable of Organizational Culture (X2) is the respondent's response about the attitude and behavior that is stated well, which is implemented in work and have value for individual as planning field officer at Organization of Regional Device of Central Lombok Regency. Indicators used to measure organizational culture are: (1) Working supported by high work discipline (2) Working by following applicable rules (3) Feeling responsible for work given (4) Accuracy in working (5) Cooperation and coordination (6) Orientation to the achievement of results / targets (7) Honest in doing the job (8) Ikhlas in work.

4. Leadership variable (Z) is the respondent's perception about the ability and behavior of the leader or direct superior in performing the operational function of leadership, by influencing, moving and evoking the spirit of the planning staff at the Regional Device Organization of Central Lombok Regency. The indicators used to measure leadership are: (1) Submission of organizational objectives and programs; (2) Distribution or distribution of job duties (3) Giving instructions and direction (4) Motivating employees (5) Provision of work guidance or SOP (6) Provision of work facilities and facilities (7) Awarding or sanctioning the work; (8) Supervision and control over the activities of employees (9) Provide advice and suggestion to employees (10) Attitudes and exemplary behavior of leadership.

To obtain data about the four indicators of variables: organizational commitment, job design, organizational culture and leadership; researchers used questioners (list of statements). Type of data was collected by questionnaire in the form of scale, by adopting Likert scale with 5 points, these are; 1 = disagree, 2 = less agree, 3 = rather agree, 4 = agree and 5 = strongly agree.

Analysis Tools

Analysis tools used are: (1) Descriptive Analysis; to analyze data by describing data from each variable in table form. With description, this can know the intensity or penomena of each

variable based on perception or opinion of responder. (2) Analysis of PLS (Partial Least Square) with the help of SmartPLS 3.0 program.

RESULTS AND DISCUSSION

Descriptions of Organizational Commitment (Y)

As being stated in the operational definition of previous variables, organizational commitment is the opinion of respondents regarding the attitudes and behaviors they have in relation to their participation and involvement as Planning Officers in the Regional Devices Organization of Central Lombok Regency. With nine variable indicator items submitted to 95 employees as respondents; data shows that organizational commitment of employees has a "high commitment" to the organization. It can be seen at the table 1 below.

Table 1. Average Score and Indicator Category of Organizational Commitment (Y)

No.	Item Indicators Organizational Commitment	average	Category
Y.1	Pride as an employee of the planning sector	4:18	High
Y.2	Pleasure doing work in the organization	4:23	High
Y.3	Willingness work whenever assigned to leadership	3.85	High
Y.4	Voluntary of sacrifice for organization	3.62	High
Y.5	Employee loyalty to leadership and organization	4.22	High
Y.6	Loyalty of employees in performing tasks	4.43	High
Y.7	Participation is responsible for organizational performance	4.25	Height
Y.8	Feelings of loss if leaving the organization	3.77	High
Y.9	Employees expect to remain members of the organization.	3.74	High
Average		4.03	High

Job Design Description (X1)

Job Design is a respondent's perception of the tasks that had been given and worked as a officer for planning at the regional Organization of Central Lombok regency. from ten items indicator of job design variables that were applied to 95 employees as respondents, it is obtained data with an average score of 4.18. This means that the planner says the job design is "good". See Table 2.

Table 2. Average Scores and Category of Design Indicators (X1)

No.	Item Design Indicators Work	Average	Category
X1.1	Conformity of skills possessed with tasks	3.79	Good
X1.2	Variations Skill required to complete the job	4.44	Good
X1.3	Authority in completing the job	3.88	Good
X1.4	Clarity of task operational procedures	4.07	Good
X1.5	Ease of understanding task	3.96	Good
X1.6	Meaning of tasks done	4.13	Good
X1.7	Satisfaction if successful achieve target	4.38	Good
X1.8	Goodness in the way of supervision	4.29	Good
X1.9	Provision of post-supervision improvement advice	4.34	Good
X1.10	Cooperate with others to complete task	4.57	Good
Average		4.18	Good

Description of Organizational Culture (X2)

Organization Culture is responses of respondents about attitudes and behaviors that are called good, which is implemented in the work and have value for individuals as employees of the planning field at the Regional Device Organization of Central Lombok Regency. In implementing the eight items indicator of organizational culture variables, the data collected from 95 employees as respondents indicates that the culture is categorized as "*strong*" (Table 3).

Table 3. Average Scores and Category Categories of Organizational Culture (X2)

No	Item Indicator Organization Culture	Average	Category
X2.1	Working supported high work discipline	4.32	Strong
X2.2	Working by following rules applicable rules	4.29	Strong
X2.3	Feeling responsible for the work given	4.36	Strong
X2.4	Accuracy in work	4.33	Strong
X2.5	Cooperation and coordination	4.40	Strong
X2.6	Work orientation is the achievement of results / targets	4.48	Strong
X2.7	Honesty in work	4.38	Strong
X2.8	Sincerity in work	4.26	Strong
Average		4.35	Strong

Description of Leadership (Z)

Leadership is the perception of respondents about the ability and behavior of leaders or direct supervisor in carrying out the operational functions of leadership, through the influence, mobilize

and evoke the spirit of planning staff at the Regional Device Organization of Central Lombok Regency. The data was collected from 95 employees as respondents, about the tenth item indicator variable which is the functions of leadership; it has been implemented with "good" by the leader or direct supervisor of the field employees planning. The data is presented in Table 4.

Table 4. Average Score and Leadership indicator category (Z)

No.	Item Indicator Leadership	Mean	Category
Z.1	Delivery of organizational goals and programs	4.23	Good
Z.2	Distribution or job assignment	4.20	Good
Z.3	Command and direction	4.29	Good
Z.4	Motivating employees	4.33	Good
Z.5	Provision of work guidance / SOP	4.11	Good
Z.6	Provision of work facilities and facilities	4.24	Good
Z.7	Giving rewards or sanctions for work	4.02	Good
Z.8	Supervision and control over employee activities	4.20	Good
Z.9	Providing advice and advice to employees	4.26	Good
Z.10	Attitude and behavior of leader	4.39	Good
Average		4.22	Good

Partial Least Square Analysis (PLS)

Hypothesis testing in this study used approach *Partial Least Square* (PLS). The PLS evaluation model is based on predictor measurements that have nonparametric properties. The measurement model or outer model with reflective indicators is evaluated with *convergent* and *discriminant validity* of the indicator and *composite reliability* for the indicator block.

The structural or inner model is evaluated by looking at the percentage of variance described R^2 for the latent dependent construct using Stone-Geisser Q Square Test size and also looking at the magnitude of its structural path coefficient. The stability of this estimate is evaluated by using a t-statistic test that can pass the procedure *bootstrapping*.

Hypothesis testing until the results obtained through a model based on the influence of job design variables on organizational commitment and organizational culture influence on organizational commitment and leadership variables as a moderation variable.

Evaluation of Measurement Model (Outer Model)

Evaluation of the measurement model or *outer model* is done to assess the validity and reliability of the model. This study used a construct with reflexive indicator or A model which assumes that the covariance between the model measurements is explained by the variant

which is the manifestation of the construct domain, the direction of the indicator from construct to indicator.

Outer Model is assessed by looking at *convergent validity* (the amount of loading factor for each construct), *loading factor* is more than 0.70 really recommended, however the *loading factor* 0,50-0,60 can still be tolerated as long as the model is still in development stage (Ghozali 2006; 115)

As being mentioned above, this study used reflexive indicators, therefore there are three values that must be considered at this stage, those are *convergent validity*, *discriminant validity*, and *composite reliability*

Test of Convergent Validity

Convergent Validity is related to the principle that measurement (variable manifest) of a construct should be highly correlated. Test validity of convergent reflexive indicator can be seen from the value *loading factor* for each construct indicator.

Table 5. Test Results of *Convergent Validity* of Four Variables

Job Design		Organization Culture		Commitment		Leader	
Item	Outer Loading	Item	Outer Loading	Item	Outer Loading	Item	Loading Outer
X1.1	0.542	X2.1	0.741	Y.1	0.502	Z.1	0.588
X1.2	0.479	X2.2	0.698	Y.2	0.602	Z.2	0.656
X1.3	0.512	X2.3	0.774	Y.3	0.585	Z.3	0.696
X1.4	0.652	X2.4	0.757	Y.4	0.643	Z.4	0.621
X1.5	0.545	X2.5	0.638	Y.5	0.715	Z.5	0.603
X1.6	0.491	X2.6	0.702	Y.6	0.633	Z.6	0.626
X1.7	0.493	X2.7	0.770	Y.7	0.688	Z.7	0.646
X1.8	0.733	X2.8	0.625	Y.8	0.472	Z.8	0.723
X1.9	0.745			Y.9	0.666	Z.9	0.776
						Z.10	0.681

An indicator is valid if it has a *loading factor* more than 0.5 to the intended construct, Smart PLS output for *loading factor* construct on each variable. *Output path the diagram* for the job design variable shows that the indicator that has the value *loading factor*<0.50 is X1.2, X1.6, and X1.7. Therefore the indicators are subsequently discarded from the variable factors of work in the model of research model. Next *Output path diagrams* for organizational culture variable eighth

indicator is valid, because item of organizational culture variable (X2.1) to (X2.8) indicator has value *load factor* > 0,50.

Output path of diagram for organizational commitment variable appears that there is one indicator that has a value *loading factor* less than 0.50 i.e. Y.8, therefore, the indicator is subsequently dropped from the organizational commitment factor in the research model. Likewise with items of Leadership variable (Z.1) to (Z.10), all indicators have value of *load factor* > 0,50 therefore all of these indicators become constructs in the research model.

Test of Discriminant Validity

Validity test is used to see the feasibility of indicators of latent variables and able to explain the latent variables. Discriminant validity test is done by comparing the *root average variance extracted* (AVE) for each construct with the correlation between constructs with other constructs (between the latent variables). Indicators are considered to meet discriminant validity if the AVE root is greater than the correlation between the same latent variables. The results of discriminant validity test are shown in Table 6.

Based on the discriminant validity test in Table 6, it can be seen that the root of AVE is greater than 0.5 so it can be concluded that the variable used in the research is valid. All variables analyzed are greater than the highest correlation value between each independent variable with other variables.

Based on the testing phase, the *measurement model* has been proved that the research model has met all the testing stages. Therefore a model structural test stage can be performed. It is used structural test models to determine whether the hypothesis is accepted or not.

Table 6. Validity of Test Results Discriminant

Variable	X2	X1	Z	Y	Moderating Effect 1	Moderating Effect 2
Organizational Culture	0.715					
Design work	0.551	0.671				
Leadership	0.408	0.584	0.664			
Organizational Commitment		0.552	0.381	0.640		
	0.559					
Moderating Effect 1	0.188	0.118	0.194	-0.007	1	
Moderating Effect 2	0.221	0.200	0.415	0.146	0.430	1

Composite reliability

Then this was measured with a model of *composite reliability* which aims to test the reliability of a construct. Reliability test is performed to prove the accuracy, consistency and accuracy of the instrument in measuring the construct. Test results *Composite reliability* can be seen in Table 7:

Table 7. Composite Reliability and Average Variance Extracted (AVE)

No.	Variable	Composite Reliability	Average Variance Extracted (AVE)
1.	Organizational Culture	0.893	0.715
2.	Design work	0.827	0.671
3.	Leadership	0.887	0.664
4.	Organizational Commitment	0.847	0.640
5.	Moderating Effect 1	1	1
6.	Moderating Effect 2	1	1

The data shows that for each construct shows that the value of *composite reliability* for all constructs is the construct of organizational culture, construction design work, leadership construct and organizational commitment construct is more than 0.7 indicating that all constructs in the estimated model meet the criteria of *discriminant validity*. While the value of *AVE* generated by all variables is more than 0.5, unless it can be said that it meets the reliability requirements, so it can be concluded that all constructor indicators are reliable.

Based on the results of the overall evaluation, both *convergent* and *discriminant validity* and *composite reliability* have been described above, it can be concluded that the indicators as a measure of latent variables is valid and reliable.

Evaluation of Structural Model (Inner Model)

Assessment of structural model or inner model is done to see the relationship between construct, significance value and R-Square research model. The structural model was evaluated using *R-square test for predictive relevance* and also looked at the magnitude of the structural path coefficients. The stability of this estimate is evaluated using the t-statistic test obtained via the procedure of *bootstrapping*.

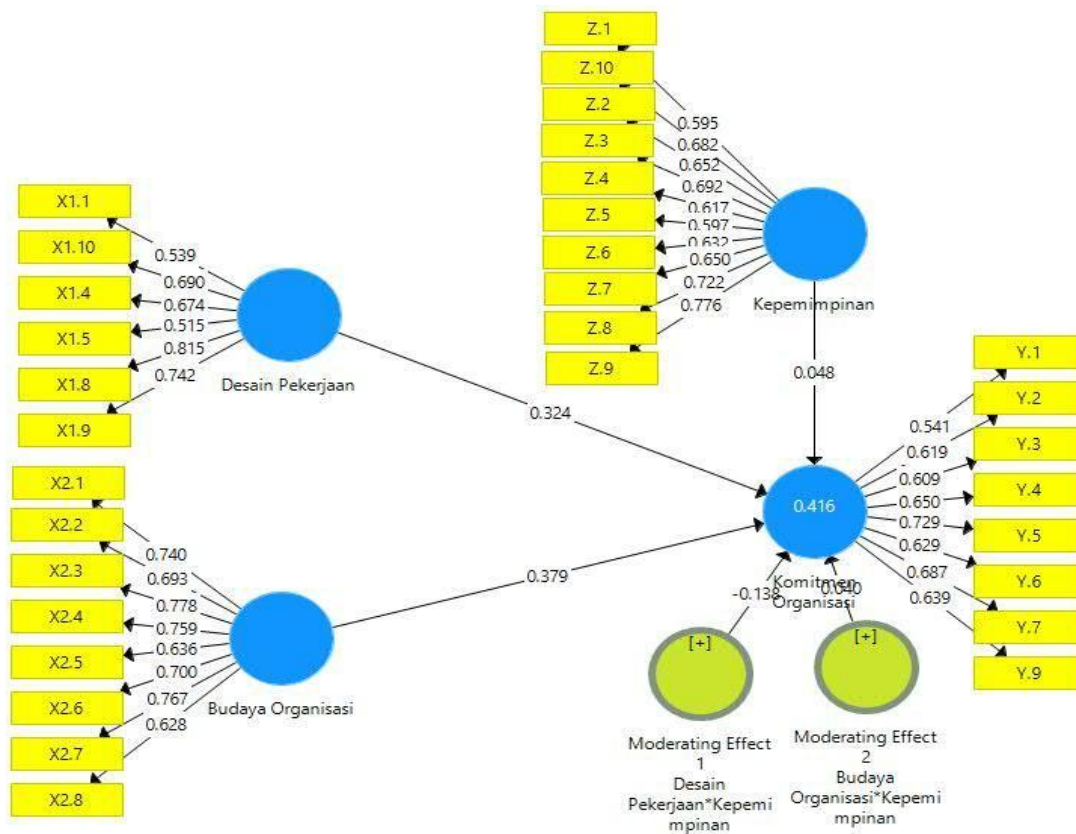


Figure 1. Diagram Modeling of Line 2

Determinant coefficient (R²)

Value of *R-square* describes the size and capability of independent variables in explaining the dependent variable. The R Square Value for Organizational Commitment is 0.416 which means that Organizational Commitment variable can be explained by Job Design and Organizational Culture variable is 42 percent or in other words that the influence of Design Job (X1) and Organizational Culture (X2) to Organizational Commitment (Y2)) with Leadership as moderator is 42 percent and the remaining is 58 percent that is influenced by other variables outside of this research model.

Predictive Relevance (Q²)

The R-Square value is used to calculate Q-square test for *predictive relevance*. Q-square test for *predictive relevance* measures how well the observation values generated by the model and also the parameter estimation. The Q-Square value is greater than zero with indicating that the model has *predictive relevance*, while the Q-Square value is less than zero with indicating that the model lacks *predictive relevance*. Q-Square quantity has a value with the range $0 < Q^2 < 1$, where the closer with one means that model is better. The Q-Square value can be obtained by

the formula: $Q^2 = 1 - (1 - R_1^2) (1 - R_2^2) \dots (1 - R_p^2)$. Based on the formula, the value of Q-Square is 0.416. These results indicate that the model has a predictive-relevance value because the resulting value is > 0 . This means that organizational commitment can explain the variation of its influence on job design and organizational culture with leadership moderator by 42 percent.

Goodness of fit index (GOF)

GoF is a single measure used to validate the combination performance between the outer model and the inner model, and in addition provides a simple measurement of the overall prediction model. For the overall fit index can use the criteria of goodness of fit (GoF Index) developed by Tenenhaus et al, (2004) in Ghozali and Latan (2015: 82). This index was developed to evaluate the measurement model and structural model and in addition provides a simple measurement for the whole model predictions. According to Tenenhaus (2004) in Huseein (2015), value of GoF small = 0.1, GoF medium = 0.25 and large GoF = 0.38. To find the value of GoF in PLS-SEM must be done manually that is: $GoF = \sqrt{AVExR^2}$ (Tenenhaus; 2004)

Based on the calculation results, it is obtained GoF value is 0,570. From these results, it can be stated that the performance between the measurement model and structural model has a large GoF, because the value of GoF produced is $0.57 > 0.38$. From the test of R^2 , Q^2 and GoF show that the model formed is strong so that hypothesis testing can be done.

Hypothesis Testing

Further proving hypotheses that have been proposed in this study. From Figure 1, Figure 2 and Table 8, it can be explained that to assess the significance of the prediction model in the structural model testing, it can be seen from t-value_{stat} between the independent variable to the dependent variable. For alpha 5% the t-value_{tab} is 1.666. The data shows that the relationship between the variables proposed 2 relationships between the significant variables and 2 other variable relationships are not significant.

Based on Figure 2, Fig. 3 and Table 8. it can be explained that:

- a) The original value of the sample or path coefficient from job design to organizational commitment is 0.324 which indicates that the direction of the job design relationship to organizational commitment is positive. While the t-value statistic of job design to organizational commitment is 2,984 ($t_{count} > t_{table} 1.66$) which shows that the effect of job design on organizational commitment is significant. Thus it can be said that the influence of job design on organizational commitment is positive and significant. Therefore it can be stated that the first hypothesis is acceptable.

- b) The original value of the sample or path coefficient from organizational culture to organizational commitment is 0.378 which indicates that the direction of organizational culture relation to organizational commitment is positive. While the value of $t_{\text{statistic}}$ of organizational culture to organizational commitment is 4,051 ($t_{\text{count}} > t_{\text{table}} 1.66$) which shows that the influence of organizational culture on organizational commitment is significant. Thus it can be said that the influence of organizational culture on organizational commitment is positive and significant. So it can be stated that the second hypothesis is accepted.
- c) The original value of the sample or path coefficient from moderating effect 1 to the organizational commitment is -0.138 which indicates that the direction of moderating effect 1 relationship to organizational commitment is negative. While the value of $t_{\text{statistic}}$ of moderating effect 1 to the organizational commitment is 1.371 ($t_{\text{count}} < t_{\text{table}} 1.66$) shows that the effect of leadership moderation on the influence of job design on organizational commitment is not significant. This means that leadership can not strengthen or enlarge the influence of job design on organizational commitment. Therefore it can be stated that the third hypothesis is rejected.
- d) The original value of the sample or path coefficient from moderating effect 2 to the Organizational Commitment is 0.04 which indicates that the direction of moderating effect 2 relationship to organizational commitment is positive. While the value of $t_{\text{statistic}}$ of moderating effect 2 to organizational commitment is 0.429 ($t_{\text{count}} < t_{\text{table}} 1.66$) indicates that the effect of leadership moderation on the influence of organizational culture on organizational commitment is not significant. This means that leadership can not strengthen or enlarge the influence of organizational culture on organizational commitment. Therefore it can be stated that the fourth hypothesis is rejected.

Table 8. Relationship among Variables

No	Relationship among Variables	Line Coefficient	t_{stat}	P values	Conclusion
1	Job Design (X1) -> Organizational Commitment (Y)	0.324	2.984	0.003	Significant
2	Organizational Culture (X2) -> Organizational commitment (Y)	0.379	4,051	0,000	Significant
3	Moderating Effect 1 -> Organizational commitment (Y)	-0.138	1.371	0.171	Not Significant
4	Moderating Effect 2 -> Organizational commitment (Y)	0.04	0.429	0.668	Not Significant

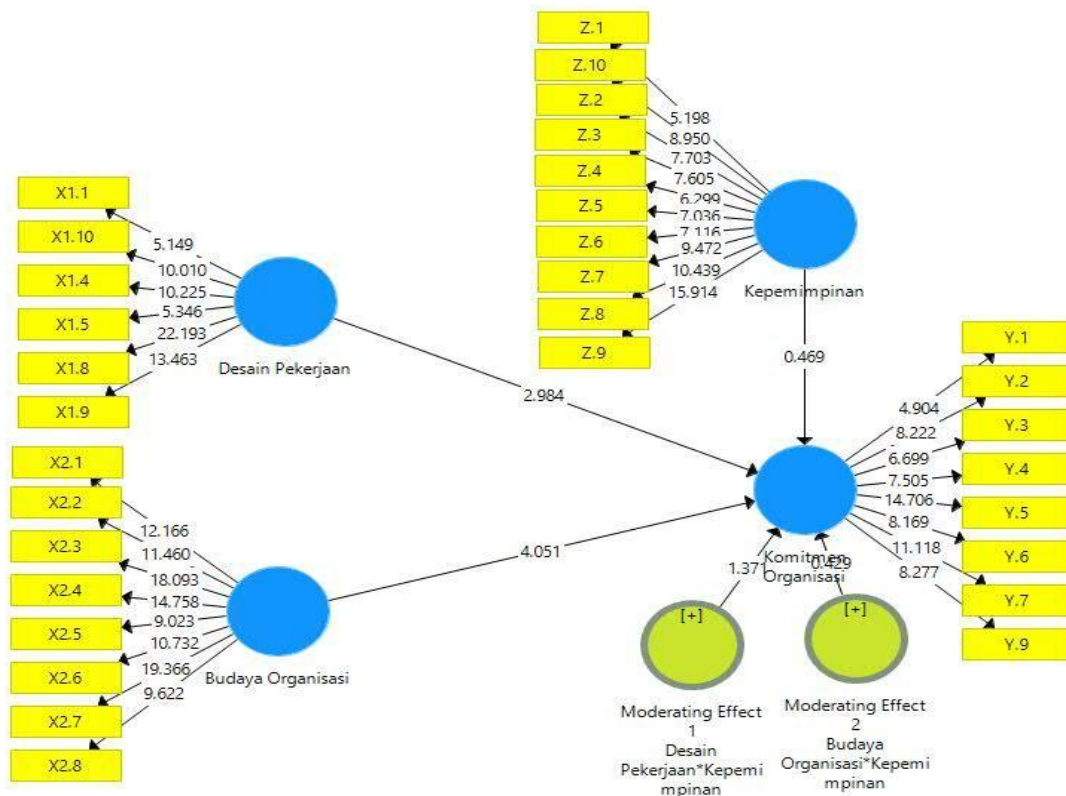


Figure 2. Structural Model of Test Results of PLS after bootstrapping

DISCUSSION OF FINDINGS

Influence of job Design on Organizational Commitment

Based on job design description of field of planning at the Regional Device Organization in Central Lombok Regency perceived by the employees, by assessing the dimensions of the tasks assigned and done; it is stated that the design of work in that field is categorized "good". Then the description of the organizational commitment of the planning staff in the OPD in Central Lombok Regency is categorized "high". Furthermore based on the results of analysis, it is shown that *Partial Least Square (PLS)* in Figure 1, Figure 2, and Table 8, the path coefficient value from job design to organizational commitment is 0.324, the value of $t_{\text{statistic}}$ is 2,984 and the probability value (P value) is 0.003.

This data can be stated that the design of work has a positive and significant impact on the commitment of the OPD organizational planning organizations in Central Lombok District. This means that if the work design handled by the employees felt better, then certainly the employees will have higher commitment of the organization and vice versa if the work design handled by the employees perceived is less good, the employees will have lower organizational commitment.

The results of this study in accordance with the opinion of Robbins (2006: 168) who stated that the characteristics of work besides able to create employee job satisfaction will also affect the work of employees and employees' commitment to the organization. Jobs that have autonomy will give employees a sense of personal responsibility and if a job provides feedback then the employee will know how effective he or she works. The results of this study are similar and support the results of previous research conducted by Djastuti (2011), Handaru, et al (2013), Jagustanus, et al (2015) and Sancaya (2017); who stated that there is a significant positive effect of the design of work on organizational commitment.

The Influence of Organizational Culture on Organizational Commitment

Based on the description of organizational culture values implemented by planning staff at OPD in Central Lombok Regency; It shows that the organizational culture in OPD in Central Lombok District is declared "*strong*". Then the description of the organizational commitment of the planning staff in the OPD Central Lombok Regency is categorized "*high*". The analysis result of *Partial Least Square (PLS)* is shown in Figure 1, Figure 2 and Table 8, that the coefficient value of path from organizational culture toward organizational commitment is 0.379; a value of $t_{\text{-statistic}}$ is 4051 and a probability value (P value) is 0.000.

From the data, it can be stated that organizational culture has a positive and significant impact on the organizational commitment of the OPD planning staff in Central Lombok District. This means that if organizational culture values are implemented stronger or more frequently by the planning staff, then it is certain that the employees' commitment to the organization will be higher; and vice versa if the organizational culture is not able to be implemented properly (weaker), the commitment of employees to the organization will be lower.

The results of this study are same and in line with research conducted by Latib, et al (2016), Amrullah (2016), Usmany, et al (2016) and Abiddiaz, et al. (2017), who stated that organizational culture has a positive and significant impact on organizational commitment. While Logahan and Aesaria (2014) who found the results of different research is organizational culture have no significant effect on organizational commitment.

The effect of leadership moderation on the influence of job design on organizational commitment

This study examines the effect of moderating leadership that strengthens the influence of job design on organizational commitment. The results show that leadership can not strengthen or enlarge the influence of job design on organizational commitment. The leadership process seen from the implementation of leadership operational functions perceived by the employees has

been declared "good" but can not reinforce the relationship between variables or is unable to enlarge the influence of job design variables, even this can weaken or minimize the impact of job design on organizational commitment.

It is seen from the results of the analysis of *Partial Least Square (PLS)*, in Figure 1, Figure 2 and table 8, that the path coefficient value of moderating effect 1 to the organizational commitment is -0.138, 1.371 and the value of the t statistic probability value (P value) is 0.171. The data indicates that leadership is unable to strengthen the relationship or influence between job design and organizational commitment. This is because basically the influence of job design on organizational commitment has been positive and significant.

In this study, leadership has a negative but insignificant effect on organizational commitment and it does not strengthen the relationship between job design and organizational commitment significantly. This means that leadership as a predictor or as an independent variable is not able to influence organizational commitment significantly and leadership as a moderating variable is unable to reinforce or magnify the influence of job design on organizational commitment.

The effect of leadership moderation on the influence of organizational culture on organizational commitment

This study also examines the influence of organizational culture with moderated leadership. The results show that leadership can not also strengthen or enlarge the influence of organizational culture with organizational commitment, even the effect is weakening or minimizing the influence of organizational culture on organizational commitment. The result of analysis of *Partial Least Square (PLS)*, in Figure 1, Figure 2 and 8 shows that the path coefficient value from Moderating Effect 2 to organizational commitment is 0.04, value of t_{statistic} is 0.429 and probability value (P value) is 0.668. The data shows that leadership is unable to strengthen the relationship between organizational culture and organizational commitment, even the effect is weakening or minimizing the influence of organizational culture on organizational commitment.

Therefore the results stated that the effect of leadership moderation on the influence of organizational culture on organizational commitment becomes insignificant. In other words the effect of leadership moderation does not strengthen the relationship between organizational culture and organizational commitment. This means that leadership as a predictor or as an independent variable is not able to influence organizational commitment significantly and leadership as a moderating variable is unable to strengthen or enhance the influence of organizational culture on organizational commitment.

Implications of Research on Theatrical Development

Study of job design studied from its characteristics as being suggested by the experts such as Robbins (2006), and Gibson, et al (1996). Similarly, organizational commitment is examined from several dimensions, as being stated by experts including Allen and Meyer (1991) in Luthans (2006), Robbins (2006), and Ivancevich, et al (2006). In reviewing two subjects, the researchers measure it with several indicators based on the theory of the experts and adapted to the object of research. The discussion of empirical results in the field about the relationship between variables, the fact is that job design has a positive and significant influence on organizational commitment. The results of this research have underpinned many of the results of previous research, including Djastuti (2011), Handaru, et al (2013), Jagustanus, et al (2015) and Sancaya (2017 and many previous researchers who have not been raised be used as reference in this study.

It is also about study of organizational culture, these are the value internalized in the attitude and behavior of employees in the organization, developed from several dimensions as proposed by experts, among them Robbins (2006) then Robbins and Judge (2008). Then research result is about the relationship of organizational culture with organizational commitment, based on the discussion stated that there is a positive and significant influence of organizational culture on organizational commitment. The result of this study is in line and support the results of previous research conducted by many researchers including Latib, et al (2016), Amrullah (2016), Usmany, et al (2016) and Abiddiaz, et al. (2017), as well as many others of previous studies that have not been used as references in this study.

CONCLUSIONS AND RECOMMENDATIONS

1. Job design has a positive and significant influence on the organization's commitment in the field of planning of Regional Device Organizations in Central Lombok District. This means that if Job design faced by employees felt better, then certainly the employees will have the higher commitment to organization; and vice versa if the work design handled by the employees felt less good, then the employees will certainly have a lower commitment to the organizations.
2. Organizational culture has a positive and significant impact on organizational commitment from the field planning staff of Regional Device Organizations in the District of Central Lombok. This means that if organizational culture values are stronger or more frequently implemented by the planning staff, then it is certain that the employees' commitment to the organization will be higher; and vice versa if the organizational culture is not able to be

implemented properly (weaker) then the commitment of employees to the organization will be lower.

3. The effect of leadership moderation cannot strengthen the relationship between job design and organizational commitment; or can not magnify the influence of the job design on organizational commitment; even such moderation effects weaken or mitigate the effect from job design on organizational commitment.
4. The effect of leadership moderation cannot strengthen the relationship between organizational culture and organizational commitment; or can not increase the influence of organizational culture on organizational commitment; even moderation effects minimize the effect from job design on organizational commitment.

LIMITATIONS OF THE STUDY

In conducting this study, researchers have many limitations, especially in terms of digging and interpreting and developing established theory reference. To be operationalized in the field, Indicator of perceived variables still need to be developed in accordance with the object of study. The wishes and expectations of researchers to extract data in the field can be accepted and understood by the target or research respondents. The scope of the study is relatively small, and the study time takes a longer time, so that information can be obtained. In relation to that it is advised for future researchers to examine variables and relationships between variables more deeply that are adapted to the object of study and wider coverage, so it can be useful for the development of theory.

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