

**DETERMINATION OF ORGANIZATIONAL TRUST, ORGANIZATIONAL CULTURE, ORGANIZATIONAL CLIMATE WITH JOB SATISFACTION ASINTERVENING VARIABLES ON COMMITMENTS ORGANIZATION USING SEM-PLS (EMPLOYEE RESEARCH STUDY IN ORGANICS PERSERO STATE SAVING BANK)**

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**ABSTRACT**

*In this study, researchers used respondent data, such as gender, age and length of work of respondents in order to provide information about relationships. Where from the questionnaires distributed as many as 107. The discussion in this chapter is the result of field studies to obtain questionnaire answer data that measures the five main variables in this study, namely organizational trust, organizational culture, organizational climate, job satisfaction and organizational commitment. Data analysis with parametric and non-parametric statistics using SEM-PLS (Structural Equation Modeling-Partial Least Square) regarding research variables, instrument tests, normality tests, hypothesis testing, and discussion of the results of hypothesis testing and Path Analysis Path. This study uses path analysis (path analysis) to examine relationship patterns that reveal the effect of a variable or a set of other variables, both direct and indirect. The calculation of the path coefficient in this study was assisted by Smart PLS Ver 3.0. To have a direct and indirect effect between variables, the calculation results of the path coefficient and to see the significance.*

*The influence of the X3 variable on X4 has a P-Values value of 0.024 <0.05, so it can be stated that the effect of X3 on X4 is significant. The influence of the X3 variable on Y has a P-Values value of 0.000 > <0.05, so it can be stated that the effect of X3 on Y is significant. The effect of the variable X4 on Y has a P-Values value of 0.005 <0.05, so it can be stated that the effect of X4 on Y is significant. The effect of variable X1 on X4 has a P-Values value of 0.017 <0.05, so it can be stated that between X1 against X4 is significant. The effect of variable X1 on Y has a P-Values value of 0.022 <0.05, so it can be stated that the effect of X1 on Y is significant. The effect of the variable X2 on X4 has a P-Values value of 0.000 <0.05, so it can be stated that the effect of X2 on X4 is significant. The influence of the X2 variable on Y has a P-Values value of 0.031 <0.05, so it can be stated that the effect of X2 on Y is significant.*

**Keywords:** *Organizational Trust, Organizational Culture, Organizational Climate, Satisfaction Work, Organizational Commitment*

## **I. INTRODUCTION**

History of Bank BTN started carved back with the appointment by the Government of Indonesia on January 29, 1974 through a letter of Minister of Finance No. B-49 / MK / I / 1974 as a forum for financing housing projects for the people. As the vision of Bank BTN is to be foremost and trusted in facilitating the housing sector and family financial services. In order to realize the vision and mission of Bank Tabungan Negara, it is necessary to create organizational trust in a company, namely integrity, competence, consistency, loyalty and openness in Organizational culture is a value system that is acquired and developed by the organization and the habit patterns and basic philosophy of its founders, which are formed into rules that are used as guidelines in thinking and acting in achieving organizational goals. Organizational climate is the circumstances, conditions and characteristics of the workplace environment which characterize an organization which is formed from the attitudes, behaviors and personalities of all members of the organization. Organizational climate is a concept that describes the internal atmosphere of the organizational environment that its members feel during their activities in order to achieve organizational goals. Job satisfaction is a general attitude of an individual towards his job, a person with a high level of job satisfaction shows a positive attitude towards the job, it will also bring good results for the organization. Employee organizational commitment is one of the keys that determines the success or failure of an organization to achieve its goals. Employees who are committed to

the organization usually show a work attitude that is full of attention to their duties, they have a strong responsibility to carry out their duties and are very loyal to the company. In addition, organizational commitment must be possessed by every employee, namely the attitude or behavior of a person to the organization in the form of loyalty and the achievement of the vision, mission and goals of the organization.

### **Formulation of the problem**

1. Does organizational trust directly determine the job satisfaction ?
2. Does the organizational culture directly determine job satisfaction ?
3. Does the organizational climate directly determine job satisfaction ?
4. Does job satisfaction directly determine organizational commitment ?
5. Does organizational trust directly determine organizational commitment ?
6. Does the organizational culture directly determine organizational commitment ?
7. Does the organizational climate directly determine organizational commitment ?

## **II. RESEARCH METHOD**

In this study, researchers used respondent data, such as gender, age and length of work of respondents in order to provide information about relationships. Where from the questionnaires distributed as many as 107. The discussion in this chapter is the result of field studies to obtain questionnaire answer data that measures five main variables in this study, namely organizational trust, organizational culture, organizational

climate, satisfaction work, and organizational commitment. Data analysis with parametric and non-parametric statistics using SEM-PLS (Structural Equation Modeling-Partial Least Square) regarding research variables, instrument tests, normality tests, hypothesis testing, and discussion of the results of hypothesis testing and Path Analysis Path. This study uses path analysis (path analysis) to examine relationship patterns that reveal the effect of a variable or a set of other variables, both direct and indirect. The calculation of the path coefficient in this study was assisted by Smart PLS Ver 3.0. For the effect of departing directly and indirectly between variables, the results of the calculation of the coordination coordinates are to see the significance.

**Population and Sample**

The population in this study was in organics persero state saving bank,

amounting to 107 people regardless of specific strata and field of duty. Arikunto (in Riduwan, 2012: 210) states that if the subject is less than 100, it is better to take all of them, so that the research is a population study. Because of population limitations, all members of the population were used as the research sample, so this study used a saturated sample, which was taken through the Census Technique using proportional random sampling.

**III. RESULT AND DISCUSSION**

Internal consistency analysis is a form of reliability used to assess the consistency of results across items on the same test. Internal consistency testing using a composite reliability value with the criteria of a variable is said to be reliable if the composite reliability value is > 0.600 (Hair, Hult, Ringle, & Sarstedt, 2014).

**Internal Consistency Analysis**

Tabel 1

Variabel	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
X1	0.862	0.878	0.886	0.441
X2	0.900	0.912	0.919	0.538
X3	0.889	0.903	0.912	0.542
X4	0.911	0.913	0.927	0.587
Y	0.879	0.901	0.903	0.493

Source: Data Processing (2020)

Based on the data of the internal consistency analysis in the table above, the results show that the variables X1,

X2, X3, X4 and Y have a composite reliability value > 0.600, so all X1, X2, X3, X4 and Y variables are reliable.

### Convergent Validity

Tabel 2

	X1	X2	X3	X4	Y
X1.1	0.501				
X1.10	0.641				
X1.2	0.682				
X1.3	0.671				
X1.4	0.661				
X1.5	0.563				
X1.6	0.712				
X1.7	0.742				
X1.8	0.790				
X1.9	0.635				
X2.1		0.413			
X2.10		0.748			
X2.2		0.746			
X2.3		0.824			
X2.4		0.798			
X2.5		0.817			
X2.6		0.758			
X2.7		0.587			
X2.8		0.751			
X2.9		0.795			
X3.1			0.493		
X3.2			0.809		
X3.3			0.771		
X3.4			0.787		
X3.5			0.856		
X3.6			0.559		
X3.7			0.692		
X3.8			0.803		
X3.9			0.774		
X4.1				0.816	
X4.2				0.774	
X4.3				0.802	
X4.4				0.761	
X4.5				0.607	
X4.6				0.779	
X4.7				0.811	
X4.8				0.747	
X4.9				0.776	
Y1					0.737
Y10					0.502
Y2					0.778
Y3					0.846
Y4					0.576

Y5					0.696
Y6					0.802
Y7					0.785
Y8					0.768
Y9					0.484

Source: Data Processing (2020)

Based on the table above, it can be seen that the value of outer loading for variables X1, X2, X3, X4, Y where the value of all the items in the 5 variables tested is greater than 0.4, so all indicators in 5 variables are declared valid.

Discriminant validity aims to assess an indicator of a construct variable is valid or not, namely by looking at the Heterotrait Value - Monotrait Ratio Of Corelation (HTMT) <0.90, then the variable has good (valid) discriminant validity (Hair, Hult, Ringle, & Sarstedt, 2014).

### Disciplinary Validity

Tabel 3

Variabel	X1	X2	X3	X4	Y
X1					
X2	0.544				
X3	0.480	0.691			
X4	0.486	0.783	0.690		
Y	0.532	0.745	0.696	0.742	

Source: Data Processing (2020)

Based on the table above, the results of the correlation of variables X1 with X2, X1 with X3, X1 and X4, variables X1 and Y all variables have a correlation value <0.900, thus the correlation value of all variables is declared valid.

strong or not. If there is a strong correlation, it means that the model contains problems from a methodological point of view, because it has an impact on the estimation of its statistical significance. This problem is known as collinearity. The value used to analyze it is by looking at the Variance Inflation Factor (VIF) value. (Hair, Hult, Ringle, & Sarstedt, 2014; Garson, 2016). If the VIF value is greater than 5.00, it means a collinearity problem occurs, and conversely there is no collinearity problem if the VIF value is <5.00 (Hair, Hult, Ringle, & Sarstedt, 2014).

### Structural Model Analysis (Inner Model)

The structural model analysis or (inner model) aims to test the research hypothesis. The part that needs to be analyzed in the structural model is the coefficient of determination (R Square) by testing the hypothesis. Collinearity test is to prove whether the correlation between latent variables / constructs is

Tabel 4

Variabel	X1	X2	X3	X4	Y
X1				1.372	1.398
X2				1.781	4.632

X3				1.695	1.720
X4					4.140
Y					

Source: Data Processing (2020)

From the data above it can be described that the VIF value for the correlation X1 with Y, X2 with Y, X3 with Y, X4 with Y has a value <5.00 so there is no collinearity problem, thus from the data above, the structural model is in the case of it does not contain a collinearity problem.

### Direct Influence Hypothesis

Testing the direct effect hypothesis aims to prove the hypotheses of the effect of a variable on other variables directly (without intermediaries). If the path coefficient value is positive it indicates

that an increase in the value of one variable is followed by an increase in the value of other variables, if the path coefficient value is negative it indicates that an increase in one variable is followed by a decrease in the value of another variable. If the probability value (P-Value) <Alpha (0.05) then Ho is rejected (the effect of a variable with other variables is significant). If the probability value (P-Value)> Alpha (0.05) then Ho is rejected (the effect of one variable with other variables is not significant).

Tabel 5

Variabel	Real sample	Average sample	Standard Deviation	T Statistics	P Values
X1 -> X4	-0.024	-0.022	0.017	1.391	0.017
X1 -> Y	0.028	0.026	0.022	1.285	0.020
X2 -> X4	0.986	0.983	0.014	72.380	0.000
X2 -> Y	-0.023	-0.025	0.107	0.211	0.008
X3 -> X4	0.024	0.026	0.020	1.182	0.024
X3 -> Y	0.940	0.946	0.033	28.303	0.000
X4 -> Y	0.069	0.062	0.106	0.656	0.005

Source: Data Processing (2020)

1. The direct effect of variable X3 on variable X4 has a path coefficient of 1.182 (positive), so an increase in the value of variable X3 will be followed by an increase in variable X4. The influence of the X3 variable on X4 has a P-Values value of 0.024 <0.05, so it can be stated that the effect of X3 on X4 is significant.
2. The direct effect of variable X3 on variable Y has a path coefficient of 28.303 (positive), so an increase in

- the value of variable X3 will be followed by an increase in variable Y. The effect of variable X3 on Y has a P-Values value of 0.000 > <0.05, so it can be stated that the effect of X3 on Y is significant.
3. The direct effect of variable X4 on variable Y has a path coefficient of 0.656 (positive), so an increase in the value of variable X4 will be followed by an increase in variable Y. The effect of variable X4 on Y has a P-Values value of 0.005

- <0.05, so it can be stated that the influence between X4 on Y is significant.
4. The direct effect of variable X1 on variable X4 has a path coefficient of 1.391 (positive), so an increase in the value of variable X1 will be followed by an increase in variable X4. The effect of variable X1 on X4 has a P-Values value of 0.017 <0.05, so it can be stated that the effect of X1 on X4 is significant.
  5. The direct effect of variable X1 on variable Y has a path coefficient of 1.285 (positive), so an increase in the value of variable X1 will be followed by an increase in variable Y. The effect of variable X1 on Y has a P-Values value of 0.017 <0.05, so it can be stated that the influence between X1 on Y is significant.
  6. The direct effect of variable X2 on variable X4 has a path coefficient of 72.380 (positive), so an increase in the value of variable X2 will be

- followed by an increase in variable X4. The influence of the variable X2 on X4 has a P-Values value of 0.000 <0.05, so it can be stated that the effect of X2 on X4 is significant.
7. The direct effect of variable X2 on variable Y has a path coefficient of 0.211 (positive), so an increase in the value of variable X2 will be followed by an increase in variable X4. The influence of the X2 variable on Y has a P-Values value of 0.008 <0.05, so it can be stated that the effect of X2 on Y is significant.

**Coefficient of Determination**

The coefficient of determination (R Square) aims to evaluate the accuracy of the predictions of a variable. In other words, to evaluate how the variation in the value of the dependent variable is affected by the variation in the value of the independent variable in a path model.

Tabel 6

Variabel	R Square	Adjusted R Square
X4	0.978	0.977
Y	0.968	0.966

Source: Data Processing (2020)

**IV. CONCLUSION**

Openness to the assessment of work results will affect the trust of employee organizations, make working on the basis of the organization's vision and mission as an organizational culture, strengthen social relations and cooperation among employees in order to improve a better organizational climate, the need to give appreciation to fellow employees for outstanding employees employee job satisfaction with achievement, strong superiors'

organizational commitment will be followed by subordinates, so that the leader must provide an example of commitment to the organization's behavior in organics persero state saving bank.

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