

Optimizing Organizational Commitment

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Abstract

In this era of globalization, quality human resources are needed and become capital for the business world to continue to grow and prosper. To achieve results that meet expectations, human resource development must be pursued as closely as possible. Supervision is essentially a function inherent in a leader or top management in any organization, along with other basic management functions such as planning and implementation. This research was conducted with the aim of examining the influence of supervision and work climate on organizational commitment with work discipline as an intervening variable at the Bank Indonesia Representative Office, North Sumatra Province. The results of this research are as follows: Work Discipline has a positive and insignificant effect on Organizational Commitment with the original sample being 0.126 and p value 0.289. Work Climate has a positive and significant effect on Work Discipline with an original sample value of 0.264 and ap value of 0.012. Work Climate has a positive and significant effect on Organizational Commitment with an original sample value of 0.525 and ap value of 0.004. Supervision has a positive and significant effect on work discipline with an original sample value of 0.639 and ap value of 0.000. Supervision has a positive and insignificant effect on Organizational Commitment with an original sample value of 0.131 and ap value of 0.251. Work Climate has a positive and insignificant effect on Organizational Commitment through Work Discipline with an original sample value of 0.033 and an ap value of 0.312. Supervision has a positive and insignificant effect on Organizational Commitment through Work Discipline with an original sample value of 0.081 and an ap value of 0.293.

Keywords: Supervision, Work Climate, Work Discipline, Organizational Commitment

INTRODUCTION

HR managers must be proactive in planning, implementing, and monitoring organizational initiatives related to HR growth. Human resource development is a crucial aspect in every business or organization, and is also important for the success of the business in achieving its goals. Therefore, improving human resource development is very important. In this era of globalization, quality human resources are needed and become capital for the business world to continue to grow and prosper. To achieve results that are in accordance with expectations, human resource development must be pursued as much as possible.

Supervision is essentially a function inherent in a leader or top management in any organization, along with other basic management functions such as planning and implementation. This, it turns out, has been recognized by both large government organizations and small organizations, including the general public. On the other hand, the purpose of this effort is to increase the utilization of state apparatus in carrying out general government duties and building infrastructure to support healthy and efficient governance (good and clean governance). Supervision is one of the managerial activities or functions related to other functions, such as planning, organizing, leadership, determination, and implementation of decisions. Supervision is a derivative function designed to ensure that management activities run in accordance with the objectives assessed to achieve high performance. Revealing errors and irregularities is also corrective after being borrowed.

An unsatisfactory work environment, such as an unsatisfactory work environment, can cause problems with employee health. Work climate is one of the physical factors that has

the potential to cause health problems for workers when in extreme conditions. Extreme work environment temperature conditions include heat and cold that are beyond the limits of human ability to adapt. The question of how to determine that environmental temperature conditions are extreme is important, considering that human ability to adapt varies greatly and is influenced by many factors. positive, and vice versa. Discipline is one of the things that makes it difficult to determine whether a manager or leader's actions are successful or not. Employees who fail to follow the rules set by the company will face consequences. This is why disciplinary regulations cannot be strictly adhered to and require wise consideration. Discipline refers to the ability of an organization or business to achieve its goals. As a source of human resource management, discipline is a very important operational function of management. Likewise, high work performance will create quality employees. If discipline is weak, the company will have difficulty achieving what it wants, namely a kind of success. Discipline is very important for organizational growth, used primarily to motivate employees to be able to discipline themselves in carrying out work both individually and in groups.

One of the keys that also determines that an organization is not to achieve its goals is employee commitment. Employees who have committees in the organization usually give work assignments to less experienced co-workers who are very committed to the company and very obedient to it. In committees that have vital components such as binders that will produce energy to carry out tasks optimally.

Formulation of the problem

1. Does Supervision have a positive and significant effect on Work Discipline at the Bank Indonesia Representative Office in North Sumatra Province?
2. Does the Work Climate Have a Positive and Significant Influence on Work Discipline at the Bank Indonesia Representative Office in North Sumatra Province?
3. Does Supervision have a positive and significant effect on Organizational Commitment at the Bank Indonesia Representative Office in North Sumatra Province?
4. Does Work Climate Have a Positive and Significant Influence on Organizational Commitment at the Representative Office of Bank Indonesia, North Sumatra Province?
5. Does Work Discipline have a positive and significant effect on Organizational Commitment at the Bank Indonesia Representative Office in North Sumatra Province?
6. Does Supervision have a positive and significant effect on Organizational Commitment through Work Discipline at the Bank Indonesia Representative Office in North Sumatra Province?
7. Does Work Climate Have a Positive and Significant Influence on Organizational Commitment through Work Discipline at the Representative Office of Bank Indonesia, North Sumatra Province?

Research purposes

1. To determine and analyze the influence of Supervision on Work Discipline at the Representative Office of Bank Indonesia, North Sumatra Province.
2. To determine and analyze the influence of Work Climate on Work Discipline at the Bank Indonesia Representative Office, North Sumatra Province.
3. To determine and analyze the influence of Supervision on Organizational Commitment at the Representative Office of Bank Indonesia, North Sumatra Province.
4. To determine and analyze the influence of Work Climate on Organizational Commitment at the Bank Indonesia Representative Office, North Sumatra Province.

5. To determine the influence of Organizational Commitment on Organizational Commitment at the Bank Indonesia Representative Office, North Sumatra Province.
6. To determine and analyze the influence of Supervision on Organizational Commitment through Work Discipline at the Representative Office of Bank Indonesia, North Sumatra Province.
7. To determine and analyze the influence of Work Climate on Organizational Commitment through Work Discipline at the Representative Office of Bank Indonesia, North Sumatra Province.

LITERATURE REVIEW

Organizational Commitment

According to Robbins (2016) organizational commitment is defined as a condition where an employee sides with the organization and its goals and willingness to maintain membership in a particular job of an employee, while high organizational commitment means siding with the organization and recruiting the individual. According to Mardiyana et al. (2019) organizational commitment can be defined as a situation where an employee sides with a particular organization with the goal and desire to maintain membership in the organization.

Organizational Commitment Indicators

According to Robbins (2016), the indicators of organizational commitment are:

1. Affective commitment, namely an emotional feeling towards the organization and belief in values.
2. Continuance commitment is the perceived value of remaining in the organization compared to leaving the organization.
3. Normative commitment, namely the obligation to remain in an organization for moral and polite reasons.

Supervision

According to Harianto et al., (2020) work supervision is a systematic effort to set performance standards in a plan in order to design an information feedback system to determine whether a deviation occurs and measure the extent of the deviation, and to take the necessary corrective actions to ensure that all tasks carried out have been carried out as effectively as possible to achieve organizational goals. According to Handoko (2017) supervision can be interpreted as a process to "guarantee" that organizational and management goals are achieved.

Supervisory Indicator

According to Handoko (2017), the work supervision indicators are as follows:

1. Accurate Information, namely regarding the implementation of information must be accurate, inaccurate data from the monitoring system can cause the organization to take incorrect corrective actions or even create non-existent or new problems.
2. Timely, namely information must be collected, delivered and evaluated as soon as possible if improvement activities must be carried out.
3. Objective and comprehensive, namely information must be easy to understand and be objective and complete.

4. Focus on control points where the control system strategy must focus on areas where deviations from standards occur most frequently or which will result in the most fatal damage.
5. Economically realistic. The cost of implementing a monitoring system must be lower or at least equal to the benefits obtained from the system.
6. Organizationally realistic. The monitoring system must be compatible or harmonious with the realities that exist in the organization.
7. Coordination with the organizational work flow, namely, supervisory information must be coordinated with the work flow of the organization, because each stage of the work process can affect access or failure and the overall operation of supervisory information must reach all personnel who need it.
8. Flexible, namely supervision must have the flexibility to provide responses or reactions to threats or opportunities from the environment.
9. Acts as a guide and the operational control system must be effective, must show whether detection or deviation from the standard, what corrective action should be taken.
10. Accepted by members of the organization. Where the supervision system must be able to direct the implementation of the work of members or employees of the organization by encouraging feelings of autonomy, responsibility and achievement.

Working Climate

According to Baskara (2018), work climate is defined as the perception of organizational policies, practices and procedures that are felt and accepted by individuals in the organization, or individual perceptions of their workplace. According to Rahsel (2016), work climate is the result of employee perceptions of various aspects of their work environment that will influence their behavior within the organization.

Work Climate Indicators

Work climate indicators in Baskara (2018) include

1. work environment,
2. relationships between members of the organization,
3. leadership in organizations.

Work Discipline

According to Alfiah (2019) discipline is a management activity to meet organizational standards. According to Sari (2017) work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior and as an effort to increase awareness and availability of a person to comply with all company regulations and applicable social norms.

Work Discipline Indicators

Meanwhile, according to Alfiah (2019), the indicators of work discipline are as follows:

1. Attendance is the main indicator that measures the level of discipline and in general, low work discipline among employees can be reflected in the employee's habit of being late for work.
2. Compliance with work regulations is a form of employee compliance with work regulations and always complying with applicable procedures in the Office.

3. Compliance with work standards, namely how much responsibility an employee has in carrying out the tasks assigned.
4. The employee's high level of alertness is a thorough and careful attitude in working effectively and efficiently.
5. Work ethics is a form of employee indiscipline and work discipline.

Conceptual Framework

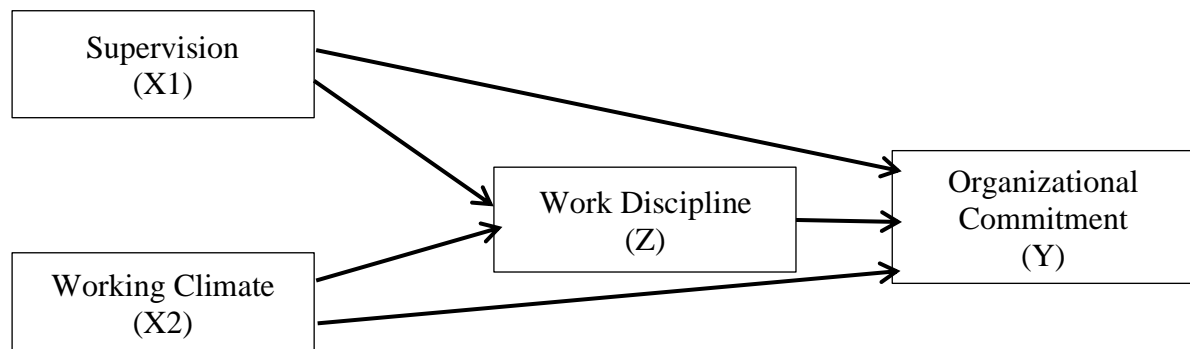


Figure 1. Conceptual Framework

Research Hypothesis

- H1 Supervision has a positive and significant influence on Work Discipline at the Bank Indonesia Representative Office, North Sumatra Province.
- H2 Work Climate has a positive and significant influence on Work Discipline at the Bank Indonesia Representative Office, North Sumatra Province.
- H3 Supervision has a positive and significant influence on Organizational Commitment at the Bank Indonesia Representative Office in North Sumatra Province.
- H4 Work Climate has a positive and significant influence on Organizational Commitment at the Bank Indonesia Representative Office, North Sumatra Province.
- H5 Work Discipline has a positive and significant effect on Organizational Commitment at the Bank Indonesia Representative Office, North Sumatra Province.
- H6 Supervision has a positive and significant effect on Organizational Commitment through Work Discipline at the Bank Indonesia Representative Office in North Sumatra Province.
- H7 Work Climate has a positive and significant influence on Organizational Commitment through Work Discipline at the Bank Indonesia Representative Office, North Sumatra Province.

METHOD

Types of research

According to Sugiyono (2014), quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to research certain populations or samples, data collection using research instruments, quantitative/statistical data analysis, with the aim of testing established hypotheses.

Time and Location of Research

This research was conducted from September to October 2024 at the Bank Indonesia Representative Office, North Sumatra Province, Jalan Balai Kota No. 4, Medan City.

Population

The population of this study was 70 employees of the Bank Indonesia Representative Office of North Sumatra Province. The researcher wanted to make 70 employees as the research population. According to Sugiyono (2014), population is defined as a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by the researcher to be studied and then conclusions drawn.

Sample

This study aims to take a research sample because the population is 70 employees, so the researcher takes all the population to be used as a sample of 70 employees. According to Sugiyono (2014) a sample is part of the number and characteristics possessed by the population.

Research Data Sources

According to Sugiyono (2014), primary sources are data sources that directly provide data to data collectors.

Data Collection Techniques

The data collection technique used by the researcher was to use a questionnaire as a data collection tool and the questionnaire was distributed to the sample to be filled in.

According to Sugiyono (2014), a questionnaire is an efficient data collection technique if the researcher knows who the variables will be measured by and knows what to expect from the respondents.

Data Analysis Techniques

Data analysis was conducted using the Partial Least Square (PLS) method using the SmartPLS 3.3.3 program. PLS represents one of the structural equation modeling (SEM) methods which in this case is more advanced than other SEM techniques. SEM is associated with a higher level of flexibility in research that connects theory and data.

Measurement Model or Outer Model

Validity Test

a. Content Validity

The validity of the questionnaire can be determined by using a questionnaire that has been widely used by researchers. The questionnaire used in this study is the result of a literature review with modifications needed to identify respondents' tendencies towards certain topics.

b. Convergent Validity

This convergence test determines whether each question item increases the mean of the same variable. Therefore, only question items with high significance are included, namely 42 out of every 100 questions have standard errors on the research variable question items. Convergence validity can be reduced if each variable has an AVE of less than 0.5 and each loading item has a value greater than 0.5. (Ghozali (2014)

c. Average Variance Extracted (AVE)

This validation task involves calculating the validity of each question by looking at the average variance extracted (AVE). AVE stands for average relative variance Extracted

(AVE) between the question item and any indicator which is a summary of convergent indicators. For optimal performance, if the AVE of each question item has a value of more than 0.5 (Ghozali (2014)

d. Discriminant Validity

This validity test explains whether two variables are quite different from each other. The discriminant validity test can be met if the correlation value of the variable to the variable itself is greater when compared to the correlation value of all other variables. In addition, another way to meet the discriminant validity test can be seen in the cross loading value, if the cross loading value of each variable statement item to the variable itself is greater than the correlation value of the statement item to other variables (Ghozali, 2014)

Reliability

Reliability is defined as a general rule for measuring deviations from stated items. Reliability testing is used to adjust the consistency of answers to a questionnaire or research instrument, or to adjust the consistency of a particular hypothesis. A variable can be said to be reliable when it has a Composite Reliability value ≥ 0.7 . Testing reliability can be done through composite reliability. (Sekaran, 2014).

Structural Model or Inner Model

Based on substantive theory, the inner model (also known as inner relationship, structural model, and substantive theory) describes the relationships among latent variables. The structural model is evaluated using the R-square test for the dependent variable, the Stone-Geisser Q-square test for predicting height and the t-test, as well as the significance of the path structure parameters. When evaluating a PLS model, start by looking at the R-square for each dependent variable. The interpretation is the same as the regression interpretation. The R-squared value can be used to determine changes in dependent variables relative to independent variables, especially whether there is a significant change (Ghozali, 2014). In addition to evaluating the R-square value, the Partial Least Square (PLS) model is also evaluated by looking at the predictive relevance of Q-square to the instruction model. Q square shows some good observation results produced by the model and its parameter estimates.

Hypothesis Testing

Hippopotamus analysis was conducted using full model structural equation modeling (SEM) with smartPLS. In full model structural equation modeling, in addition to verifying the theory, it also shows whether or not there is a relationship between latent variables (Ghozali, 2014). The hypothesis is based on observations of the calculated values of the Path Coefficient in the inner model. The hypothesis is stated as follows: if the T statistic is greater than or equal to the T table of 1.96 ($\pm 5\%$), this indicates that if the T statistic is greater than or equal to the T table for each hypothesis, then it can be stated as follows: whether analyzed or not.

RESULTS AND DISCUSSION

Assessing the Outer Model or Measurement Model To determine the level of accuracy of the marker in clarifying the developing exogenous construct indicated by the loading factor. For questions at the early stages of development, a person's reflective steps are said

to be related if more than 0.6 with the measured development is considered adequate (Ghozali 2014):

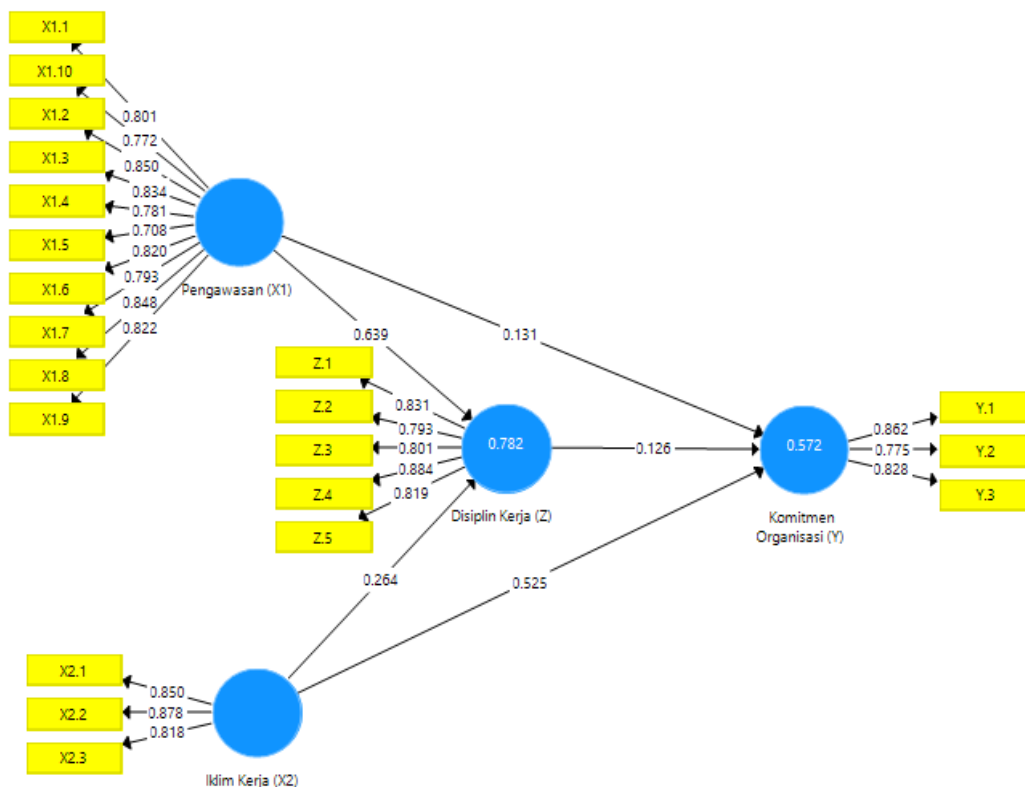


Figure 2. Outer Model

Smart PLS output for loading factor gives the results in the following table: Outer Loadings In this study there is an equation and the equation consists of two substructures for substructure 1

$$Z = b_1X_1 + b_2X_2 + e_1$$

$$Z = 0.639X_1 + 0.264X_2 + e_1$$

For substructure 2

$$Y = b_2X_1 + b_3X_2 + b_4Z + e_2$$

$$Y = 0.131X_1 + 0.525 X_2 + 0.126Z + e_2$$

Table 1. Outer Loadings

| | Work Discipline (Z) | Work Climate (X2) | Organizational Commitment (Y) | Supervision (X1) |
|-------|---------------------|-------------------|-------------------------------|------------------|
| X1.1 | | | | 0.801 |
| X1.10 | | | | 0.772 |
| X1.2 | | | | 0.850 |
| X1.3 | | | | 0.834 |
| X1.4 | | | | 0.781 |
| X1.5 | | | | 0.708 |
| X1.6 | | | | 0.820 |
| X1.7 | | | | 0.793 |

| | | | | |
|------|--------------|--------------|--------------|--------------|
| X1.8 | | | | 0.848 |
| X1.9 | | | | 0.822 |
| X2.1 | | 0.850 | | |
| X2.2 | | 0.878 | | |
| X2.3 | | 0.818 | | |
| Y.1 | | | 0.862 | |
| Y.2 | | | 0.775 | |
| Y.3 | | | 0.828 | |
| Z.1 | 0.831 | | | |
| Z.2 | 0.793 | | | |
| Z.3 | 0.801 | | | |
| Z.4 | 0.884 | | | |
| Z.5 | 0.819 | | | |

Source: Smart PLS 3.3.3.

Since each loading factor value is more than 0.6, it can be said that each construct meets the requirements of convergent validity. Unwavering quality is also recognized by Cronbach's Alpha and Composite Reliability. If Cronbach's Alpha is greater than 0.60 and the Composite Reliability score is greater than 0.70, then the development is considered to be of good quality.

Discriminant Validity

The measurement model of reflective indicators assessed by cross loading and compared with the squared AVE value is a source of discriminant validity. The model is said to have a good discriminant validity value if the AVE value of each construct is higher than the correlation value between constructs. To use this discriminant validity evaluation method, the score must be at least more than 0.7. The following table shows the findings of the cross loading analysis of discriminant validity:

Table 2. Discriminant Validity

| | Work Discipline (Z) | Work Climate (X2) | Organizational Commitment (Y) | Supervision (X1) |
|-------|---------------------|-------------------|-------------------------------|------------------|
| X1.1 | 0.738 | 0.763 | 0.694 | 0.801 |
| X1.10 | 0.662 | 0.670 | 0.459 | 0.772 |
| X1.2 | 0.857 | 0.764 | 0.624 | 0.850 |
| X1.3 | 0.646 | 0.680 | 0.548 | 0.834 |
| X1.4 | 0.647 | 0.630 | 0.551 | 0.781 |
| X1.5 | 0.615 | 0.606 | 0.541 | 0.708 |
| X1.6 | 0.663 | 0.769 | 0.604 | 0.820 |
| X1.7 | 0.725 | 0.645 | 0.525 | 0.793 |
| X1.8 | 0.796 | 0.861 | 0.621 | 0.848 |
| X1.9 | 0.641 | 0.794 | 0.522 | 0.822 |
| X2.1 | 0.752 | 0.850 | 0.560 | 0.835 |
| X2.2 | 0.727 | 0.878 | 0.658 | 0.802 |

| | | | | |
|------|--------------|--------------|--------------|--------------|
| X2.3 | 0.655 | 0.818 | 0.686 | 0.649 |
| Y.1 | 0.781 | 0.802 | 0.862 | 0.791 |
| Y.2 | 0.312 | 0.399 | 0.775 | 0.382 |
| Y.3 | 0.413 | 0.503 | 0.828 | 0.432 |
| Z.1 | 0.831 | 0.744 | 0.615 | 0.758 |
| Z.2 | 0.793 | 0.598 | 0.502 | 0.616 |
| Z.3 | 0.801 | 0.696 | 0.509 | 0.714 |
| Z.4 | 0.884 | 0.771 | 0.611 | 0.792 |
| Z.5 | 0.819 | 0.636 | 0.564 | 0.725 |

Source: Smart PLS 3.3.3.

In table 2, the cross loading value of the work discipline variable is greater than the cross loading on other latent variables, the cross loading of the work climate variable has a value greater than the cross loading on other latent variables, the cross loading on the organizational commitment variable has a value greater than the cross loading on other latent variables, the cross loading of the supervision variable has a value greater than the cross loading on other latent variables, so it can be concluded that this test is valid in a discriminant state.

Composite Reliability

According to Haryono's book (2017), a construct is said to be reliable if its limit value is ≥ 0.7 then it is acceptable, and if ≥ 0.8 then it is very satisfactory. The findings of the composite reliability analysis are shown in the table below.

Table 3. Composite Reliability

| | Cronbach's Alpha | Composite Reliability | Average Variance Extracted (AVE) |
|-------------------------------|------------------|-----------------------|----------------------------------|
| Work Discipline (Z) | 0.883 | 0.915 | 0.682 |
| Work Climate (X2) | 0.806 | 0.886 | 0.721 |
| Organizational Commitment (Y) | 0.783 | 0.862 | 0.677 |
| Supervision (X1) | 0.939 | 0.948 | 0.646 |

Source: Smart PLS 3.3.3.

The Cronbach alpha column in the following table shows that the value of each variable is greater than 0.7, indicating that the data of the variable's dependency is reliable. Each variable is said to be reliable because its data is greater than 0.6 as indicated by the composite reliability column value greater than 0.6. Each variable has a value greater than 0.7, as shown in the AVE column, indicating that the data is original in terms of AVE. Since the values of the reliability column, AVE, and Cronbach alpha are each higher than 0.7 and 0.6, they are all considered valid and reliable.

Inner Model Analysis

To ensure the resulting fundamental model is accurate and robust, the structural model (inner model) is evaluated. The main model assessment examination phase is seen through a number of indicators, including:

Coefficient of Determination (R²)

Based on R² a model can be classified as strong (≤ 0.70), medium (≤ 0.45) and weak (≤ 0.25). The following are the results of the R² value:

Table 4. R Square Results

| | R Square | Adjusted R Square |
|-------------------------------|----------|-------------------|
| Work Discipline (Z) | 0.782 | 0.775 |
| Organizational Commitment (Y) | 0.572 | 0.553 |

Source: Smart PLS 3.3.3.

In table 4 there is an R square value, for the R square value of the work discipline variable there is a value of 0.782 if it is changed to a percentage then the result is 78.2% meaning that the influence of supervision and work climate on work discipline is 0.782 or 78.2% and the rest is on other variables. For the R square value of the organizational commitment variable of 0.572 if it is changed to a percentage value of 57.2% meaning that the influence of supervision, work climate and discipline on work commitment is 0.572 or 57.2% and the rest is on other variables.

Hypothesis Proof

There must be a significant value in the prediction of the route coefficient between constructs. Jackknifing or bootstrapping techniques can be used to determine the significance of the relationship. The calculated t value is the final result, and is compared to the t table. The estimated value of the route coefficient is said to be significant if at a significance level of five percent the calculated t value is greater than the t table (1.96). There are three hypotheses that can be tested in this study.

Table 5. Path Coefficients (Direct Effect)

| | Original Sample (O) | T Statistics (O/STDEV) | P Values | Results |
|--|---------------------|----------------------------|--------------|-----------------|
| Work Discipline (Z) -> Organizational Commitment (Y) | 0.126 | 0.556 | 0.289 | Rejected |
| Work Climate (X2) -> Work Discipline (Z) | 0.264 | 2,249 | 0.012 | Accepted |
| Work Climate (X2) -> Organizational Commitment (Y) | 0.525 | 2,628 | 0.004 | Accepted |
| Supervision (X1) -> Work Discipline (Z) | 0.639 | 5,623 | 0,000 | Accepted |
| Supervision (X1) -> Organizational Commitment (Y) | 0.131 | 0.672 | 0.251 | Rejected |

Source: Smart PLS 3.3.3.

The research results in table 5 are the results of the hypothesis and will be explained as follows:

1. Work Discipline has a positive and insignificant effect on Organizational Commitment with an original sample of 0.126 and p values of 0.289. If work discipline increases, it does not necessarily mean that organizational commitment will increase, conversely, if work discipline decreases, it does not necessarily mean that organizational commitment will also decrease.

2. Work climate has a positive and significant effect on work discipline with an original sample value of 0.264 and p values of 0.012. If the work climate improves well, work discipline will improve, conversely, if the work climate decreases, work discipline will decrease.
3. Work climate has a positive and significant effect on organizational commitment with an original sample value of 0.525 and p values of 0.004. If the work climate improves, organizational commitment will also improve, conversely, if it decreases, organizational commitment will decrease.
4. Supervision has a positive and significant effect on work discipline with an original sample value of 0.639 and p values of 0.000, meaning that if supervision increases, work discipline will also increase, conversely, if supervision decreases, work discipline will also decrease.
5. Supervision has a positive and insignificant effect on Organizational Commitment with an original sample value of 0.131 and p values of 0.251. If supervision increases, it does not necessarily mean that organizational commitment will increase, conversely, if supervision decreases, it does not necessarily mean that organizational commitment will decrease.

Table 6. Path Coefficients (Indirect Effect)

| | Original Sample (O) | T Statistics (O/STDEV) | P Values | Results |
|---|---------------------|----------------------------|--------------|-----------------|
| Work Climate (X2) -> Work Discipline (Z) -> Organizational Commitment (Y) | 0.033 | 0.491 | 0.312 | Rejected |
| Supervision (X1) -> Work Discipline (Z) -> Organizational Commitment (Y) | 0.081 | 0.545 | 0.293 | Rejected |

Source: Smart PLS 3.3.3.

In table 6 there are indirect influence values and they will be explained as follows:

1. Work Climate has a positive and insignificant effect on Organizational Commitment through Work Discipline with an original sample value of 0.033 and p values of 0.312, meaning that work discipline is not an intervening variable because it is unable to significantly influence work climate and organizational commitment.
2. Supervision has a positive and insignificant effect on Organizational Commitment through Work Discipline with an original sample value of 0.081 and p values of 0.293, meaning that work discipline is not an intervening variable because it is unable to significantly influence supervision and organizational commitment.

CLOSING

Conclusion

1. Work Discipline has a positive and insignificant effect on Organizational Commitment with an original sample of 0.126 and p values of 0.289.
2. Work Climate has a positive and significant effect on Work Discipline with an original sample value of 0.264 and p values of 0.012.
3. Work Climate has a positive and significant effect on Organizational Commitment with an original sample value of 0.525 and p values of 0.004.

4. Supervision has a positive and significant effect on work discipline with an original sample value of 0.639 and p values of 0.000.
5. Supervision has a positive and insignificant effect on Organizational Commitment with an original sample value of 0.131 and p values of 0.251.
6. Work Climate has a positive and insignificant effect on Organizational Commitment through Work Discipline with an original sample value of 0.033 and p values of 0.312.
7. Supervision has a positive and insignificant effect on Organizational Commitment through Work Discipline with an original sample value of 0.081 and p values of 0.293.

Suggestion

1. It is expected that the organization will provide supervision to avoid errors in work.
2. The organization must create a comfortable and good working climate for employees.
3. The organization must provide discipline to employees by providing regulations that must be obeyed by the organization.
4. This research is expected to be used as input for the organization to develop.
5. This research is expected to help other research.
6. It is hoped that this research will be used as reference material for new researchers and can be developed further.

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