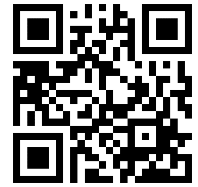


## Effect of Organizational Climate and Competence on Employee Organizational Commitment with Job Satisfaction as Intervening Variable at Bali Mandara Hospital



Made Ayu Pramita Suari<sup>1</sup>, Anak Agung Putu Agung<sup>2</sup>, Anak Agung Dwi Widyani<sup>3</sup>

<sup>1,2,3</sup> Mahasaraswati University Denpasar

**ABSTRACT :** The purpose of this study was to analyze the effect of organizational climate and competence on job satisfaction and organizational commitment. This research was conducted at Bali Mandara General Hospital. The research population was 222 non-Health employees, and 69 people were taken as samples. Sources of data using primary data in the form of a questionnaire. This study uses a quantitative research approach, with data analysis using Structural Equation Modeling with the SmartPLS 3.0 Program. The results of the study show organizational climate and competence have a significant effect on job satisfaction. Organizational climate and competence have a significant effect on organizational commitment. Competence and job satisfaction have a significant effect on organizational commitment.

**KEYWORDS:** organizational climate, competence, job satisfaction and organizational commitment.

### I. PRELIMINARY

Every organization, whether profit-oriented or not, the human element as a capital factor is a resource that plays a very important role in achieving organizational goals that are efficient and effective. Thus the success or failure of an organization in achieving its goals is largely determined by human resources. Although other factors are also important, such as capital and equipment, in the end, human resources will also act as managers and implementers, so that the goals of the organization can be achieved properly. So the human element is an element that determines the success or failure of activities in a company organization because human resources are leaders, managers and implementers. Without human resources as the driving force,

Humans are an important element, because other elements owned by the organization such as money, material machines, work methods, time and other wealth can only be useful for the organization, if the humans in the organization are used optimally (Hasibuan, 2017). Furthermore, the opinion of Ranupandojo and Husnan (2002) states that although we are now in the technological age where workers have been facilitated and some have even been replaced with machines, humans remain the most important element in determining the organization. Humans are the determining factor towards the achievement of effective organizational goals, so employees or employees who are committed to the organization are needed.

Organizational commitment is an attempt to define and involve oneself in the organization and there is no desire to leave it. The stronger the organizational commitment that employees have in supporting the implementation of their duties and work, the better the performance that will be generated (Robbins, 2016). The commitment of employees to the organization will make employees have loyalty to the organization and work well for the benefit of the organization. This situation is very good for the achievement of employee performance and organizational goals, because the organization has full support from its members so that it can concentrate fully on the goals to be achieved.

Many factors affect employee organizational commitment, one of which is organizational climate. Realizing how the organizational climate has a significant contribution to each individual in the organization, which in the end will also affect performance, the management needs to understand well the growing climate in the organization. Wirawan (2012) organizational climate is one way to measure organizational culture, and organizational climate itself is interpreted as the way employees understand their organizational environment. Conditions like this can finally clarify his opinion that certain factors can be important in certain organizations, but have no meaningful meaning in other organizations. Viewing the organizational climate as a personality of the organization as seen by its members. So a particular organizational climate is the climate that employees in the organization see. Organizational climate broadly is the perception of organizational members (individually and in groups) and those in constant

## **Effect of Organizational Climate and Competence on Employee Organizational Commitment with Job Satisfaction as Intervening Variable at Bali Mandara Hospital**

contact with the organization (eg suppliers, customers, consultants, and contractors) about what is or is happening in the organization's internal environment on a regular basis, which influences organizational attitudes and behavior.

Based on the opinion above, it can be said that organizational climate has an influence on employee organizational commitment. This opinion is reinforced by the results of research conducted by Purnama and Riana (2020) who found organizational climate to have a positive and significant effect on organizational commitment. The results of the same study were also conducted by Hanafi and Sanosra (2018) who found that organizational climate directly had a significant effect on organizational commitment, but had no significant effect as an intervening variable. However, the results of this study are different from the results of research conducted by Dharma (2019), the results of his research found that organizational climate did not directly affect organizational commitment.

In addition to organizational climate factors, another factor that also affects employee organizational commitment is competence. According to Irham (2014) competence is an ability possessed by an individual who has a selling value and it is applied from the results of creativity and innovation produced. Competence is a basic characteristic of a person that enables them to perform superiorly in their work. Competencies are needed by organizations to support the successful implementation of work, and some organizations set the required competency standards for their employees.

The opinion above is in line with the results of a study conducted by Samtono (2019) which found that competence has a positive effect on organizational commitment. The results of this study are in line with the results of research conducted by Ahyanuardi, et al (2018) which found that competence has a significant effect on commitment. However, this research is different from the results of research conducted by Guridno and Sinambela (2019). The results of his research found that competence had no effect on organizational commitment.

In addition to organizational climate and competence, job satisfaction is also an important factor in increasing employee organizational commitment. Job satisfaction refers to the general attitude of an individual towards the work he does. Someone with a high level of job satisfaction shows a positive attitude towards the job, while someone who is dissatisfied with his job shows a negative attitude towards the job (Widiarti and Dewi, 2016).

Kuntjoro, (2019) states that one aspect of organizational commitment is loyalty, member loyalty to the company means someone's willingness to be able to maintain their relationship with the company even at the expense of their personal interests without expecting anything. The desire of members to maintain themselves working in the company is something that can support the commitment of members where they work. This is attempted when members feel a sense of security and satisfaction in their workplace.

The opinion above is in line with the results of research conducted by Purnama and Riana (2020) which found job satisfaction has a positive and significant effect on organizational commitment. Widiarti and Dewi (2016) research results also found job satisfaction has a positive and significant effect on employee organizational commitment. The results of this study are different from the results of research conducted by Iskandar and Surohadikusumo (2020), the results of his research found that there was no significant effect between job satisfaction and organizational commitment.

In order to create employee job satisfaction, many efforts can be made by the company. One of the efforts that a company or organization can do is to create a conducive organizational climate. Organizational climate has an important role in increasing employee organizational commitment. Organizational climate has a positive and significant impact on job satisfaction (Purnama and Riana, 2020). However, research conducted by Arief (2020) found that organizational climate partially did not have a significant positive effect on employee job satisfaction variables.

In addition to a conducive organizational climate, competence also affects employee job satisfaction. Asmalah and Sudarso (2019) found that competence has a positive and significant effect on job satisfaction. Utami and Sukmawati (2018) the results of their research also find the same results, namely job satisfaction is influenced by competence. The results of this study are not in line with the results of research conducted by Rudlia (2016) which found that competence had an insignificant effect on the job satisfaction variable.

This research was conducted at the Bali Mandara Regional General Hospital (RSUD). This General Hospital is a hospital owned by the Bali Provincial government. Based on Law no. 44 of 2009 concerning hospitals, the Government and Local Governments are responsible for providing hospitals based on community needs, according to Law no. 23 of 2014 concerning Regional Government, government affairs must be related to basic services, therefore Bali Mandara Hospital was established to provide services to the wider community based on Pancasila and based on human values, ethics and professionalism, benefits, justice, equality of rights and anti-discrimination, equity, protection and safety of patients and has a social function in society.

# **Effect of Organizational Climate and Competence on Employee Organizational Commitment with Job Satisfaction as Intervening Variable at Bali Mandara Hospital**

Based on the gap in the results of research conducted by previous researchers and the real conditions at the research site, it is quite relevant to conduct a research entitled: "The Effect of Organizational Climate and Competence on Employee Organizational Commitment with Job Satisfaction as an Intervening Variable at Bali Mandara Hospital".

## **II. LITERATURE REVIEW**

### **Resource based theory (RBT)**

The theory that underlies this research is the theory of Resource Based Theory (RBT). The reason for choosing the RBT theory as the basis for this research is because the RBT theory emphasizes the importance of intangible assets in the company. The intangible asset in the company is human resources. Companies that have superior human resources will have a competitive advantage. One of the superior human resources is employees who have a high commitment to the organization and have competencies in accordance with their fields. This can be realized if employees feel satisfied in their work.

Wernerfelt (1984) explains that according to Resource-Based Theory (RBT) companies will excel in business competition and obtain good financial performance by owning, controlling and utilizing important strategic assets (tangible and intangible assets). Belkaoui (2003) states that a potential strategy to improve company performance is to combine tangible assets and intangible assets. Resource-Based Theory (RBT) is a thought that developed in the theory of strategic management and competitive advantage of companies that believe that companies will achieve excellence if they have superior resources.

Pulic (1998) argues that the main goal of a knowledge-based economy is to create added value. To be able to create this added value, it is necessary to have the right measure of physical capital in the form of financial funds and intellectual potential represented by employees with all the potential and abilities attached to them. Based on the Resource-Based Theory (RBT) approach, it can be concluded that the resources owned by the company affect the company's performance which in turn will increase the value of the company.

### **HYPOTHESIS**

Today, the need for skilled workers in various fields has become a global demand that cannot be denied anymore. Therefore, we should realize that we are required to have the ability to make quality human resource development plans. For this purpose, management should be able to make internal improvements, one of which is through the development of human resources. This improvement in internal conditions can also aim to strengthen oneself and increase resilience in the face of increasingly fierce local and global competition. This means that the company must improve the performance of its company through improving its human resources, so that the company has employees with a high commitment to the company.

An employee or employee will not be able to work well if he does not have the commitment to do the job, even though the work can be done, usually does not produce satisfactory results. Therefore, in increasing employee organizational commitment, it is very important to provide knowledge of the field of work of the workers concerned, in addition to understanding other factors that affect employee organizational commitment.

Many factors affect employee organizational commitment, one of which is organizational climate. Research conducted by Purnama and Riana (2020) found that organizational climate had a positive and significant effect on organizational commitment. In addition to the organizational climate factor, another factor that also affects employee organizational commitment is the competence of Samtono (2019) who found that competence has a positive effect on organizational commitment.

In addition to organizational climate and competence, job satisfaction is also an important factor in increasing employee organizational commitment. Job satisfaction refers to the general attitude of an individual towards the work he does. Someone with a high level of job satisfaction shows a positive attitude towards the job, while someone who is dissatisfied with his job shows a negative attitude towards the job (2016). Purnama and Riana (2020) who found job satisfaction had a positive and significant effect on organizational commitment. Widiarti and Dewi (2016) research results also found job satisfaction has a positive and significant effect on employee organizational commitment.

In order to create employee job satisfaction, many efforts can be made by the company. One of the efforts that a company or organization can do is to create a conducive organizational climate. Organizational climate has an important role in increasing employee organizational commitment. Organizational climate has a positive and significant impact on job satisfaction (Purnama and Riana, 2020). In addition to a conducive organizational climate, competence also affects employee job satisfaction. Asmalah and Sudarso (2019) found that job satisfaction has a positive and significant effect on job satisfaction. Utami and Sukmawati (2018) the results of their research also find the same results, namely job satisfaction is influenced by competence.

H1: Organizational climate has a positive and significant effect on job satisfaction of employees at the Bali Mandara Hospital.

H2: Competence has a positive and significant effect on job satisfaction of employees at the Bali Mandara Hospital.

## **Effect of Organizational Climate and Competence on Employee Organizational Commitment with Job Satisfaction as Intervening Variable at Bali Mandara Hospital**

H3: Organizational climate has a positive and significant effect on the organizational commitment of the employees of the Bali Mandara Hospital.

H4: Competence has a positive and significant effect on the organizational commitment of the employees of the Bali Mandara Hospital.

H5: Job satisfaction has a positive and significant effect on the organizational commitment of the employees of the Bali Mandara Hospital.

### **III. RESEARCH METHODS**

#### **Research sites**

The research location is a place or object for conducting a research. This research was conducted at the Bali Mandara Regional General Hospital (RSUD). Researchers took the research location because based on findings in the field the problems that existed at the Bali Mandara Regional General Hospital (RSUD) were that the commitment of non-health employees was not optimal.

This research was conducted for a period of 6 months, namely October 2021 to July 2022. This research process starts from the initial data collection at the research location to find phenomena in the research variables. After finding the phenomenon through empirical data, the next step is to submit a title. The title that has been approved is then carried out with proposal guidance, thesis guidance and thesis examination.

#### **Population and Sample**

The population in this study were non-health employees at the Bali Mandara Hospital as many as 222 people. The number of research samples was determined by the Slovin method from a number of research populations. Then the total population (N) = 222 people, and a significance level of 10%, the number of samples in this study was 69 people.

#### **Identification of Research Variables**

The variables used in this study are:

- 1) The dependent variable is Employee Organizational Commitment (Y2), namely: Employee Organizational Commitment (Y2) is a situation in which an individual sided with the organization and its goals and desires to maintain membership in the organization (Robbins & Judge, 2017).
- 2) Job Satisfaction Intervening Variables (Y1), namely: Job Satisfaction (Y1) as an attitude that reflects a person's positive and negative feelings about work, colleagues, and the work environment. A person who feels satisfied with the work given to him will have a positive view of his organization and vice versa (Uhl-Bien et al., 2014).
- 3) Independent variables (X), among others: a) Organizational Climate (X1). Organizational climate (X) is a condition regarding the characteristics that occur in the work environment that are considered to affect the behavior of people in the organizational environment. Therefore, the organizational climate can be said to be the scope of the organization (Hudiyamin, et al, 2016). b) Competence (X2) Competence (X2) is a combination of knowledge, skills, attitudes and other personal characteristics needed to achieve success in a job, which can be measured using agreed standards and which can be improved through training and development (Marwansyah, 2007). 2014).

#### **Data analysis**

Data were analyzed using Partial Least Squares (PLS) which is an indeterminacy factor for a powerful analytical method because it does not assume the data must be measured at a certain scale, the number of samples is small. PLS can also be used for theory confirmation. Compared to covariance based SEM (represented by LISREL, EQS or AMOS software), component based PLS is able to avoid two major problems faced by covariance based SEM (CBSEM) namely inadmissible solutions (Fornell and Bookstein, 1982).

### **IV. RESEARCH RESULTS AND DISCUSSION**

Results

#### **1. Hypothesis test**

The results of hypothesis testing through a table of direct influence between the independent variable to the mediating variable and the dependent variable, as follows.

# Effect of Organizational Climate and Competence on Employee Organizational Commitment with Job Satisfaction as Intervening Variable at Bali Mandara Hospital

**Table 1. Hypothesis Testing Results**

Relationship Between Variables	Path Coefficient (Bootstrapping)	T-Statistics	Sig	Conclusion
Organizational climate (X1) → Job satisfaction (Y1)	0.597	5.162	0.000	H1 Accepted
Competence (X2) → Job satisfaction (Y1)	0.283	2,420	0.016	H2 Accepted
Organizational climate (X1) → Organizational commitment (Y2)	0.276	2,280	0.023	H3 Accepted
Competence (X2) → Organizational commitment (Y2)	0.293	3.083	0.002	H4 Accepted
Job satisfaction (Y1) → Organizational commitment (Y2)	0.414	3,221	0.001	H5 Accepted

Source: Data processed 2022

The results of testing the research hypothesis based on Table 1 are as follows:

- Hypothesis Testing 1: Organizational climate has a positive and significant effect on job satisfaction of employees at the Bali Mandara Hospital. These results can be seen in the coefficient value of 0.597 with a t-statistics value of 5.162. The t-statistics value is above 1.96 and the sig value is 0.000 < 0.05. Based on this, hypothesis 1 is declared accepted. The acceptance of the first hypothesis which states that organizational climate has a positive and significant effect on job satisfaction means that the better the organizational climate in the organization Bali Mandara Hospital, the higher the job satisfaction of employees.
- Hypothesis Testing 2: Competence has a positive and significant effect on job satisfaction of employees at the Bali Mandara Hospital. These results can be seen in the coefficient value of 0.283 with a t-statistics value of 2,420. The t-statistics value is above 1.96 and the sig value is 0.016 < 0.05. Based on this, hypothesis 2 is declared accepted. The acceptance of the second hypothesis which states that competence has a positive and significant effect on job satisfaction means that the higher the competence of employees, the higher the job satisfaction of employees.
- Hypothesis Testing 3: Organizational climate has a positive and significant effect on the organizational commitment of the employees of the Bali Mandara Hospital. These results can be seen in the coefficient value of 0.276 with a t-statistics value of 2.280. The t-statistics value is above the critical value of 1.96 and the sig value of 0.023 < 0.05. Based on this, hypothesis 3 is declared accepted. The acceptance of the third hypothesis which states that organizational climate has a positive and significant effect on organizational commitment means that the better the organizational climate in the Bali Mandara Hospital, the higher the employee's commitment to the organization.
- Hypothesis Testing 4: Competence has a positive and significant effect on the organizational commitment of the employees of the Bali Mandara Hospital. These results can be seen in the coefficient value of 0.293 with a t-statistics value of 3.083. The t-statistics value is above the critical value of 1.96 and the sig value of 0.002 < 0.05. Based on this, hypothesis 4 is declared accepted. The acceptance of the fourth hypothesis which states that competence has a positive and significant effect on organizational commitment means that the higher the competence of employees Bali Mandara Hospital, the higher the employee's commitment to the organization.
- Hypothesis Testing 5: Job satisfaction has a positive and significant effect on the organizational commitment of the employees of the Bali Mandara Hospital. These results can be seen in the coefficient value of 0.414 with a t-statistics value of 3.221. The t-statistics value is above 1.96 and the sig value is 0.001 < 0.05. Based on this, hypothesis 5 is declared accepted. The acceptance of the fifth hypothesis which states that job satisfaction has a positive and significant effect on organizational commitment means that the higher the job satisfaction of employees Bali Mandara Hospital, the higher the employee's commitment to the organization.

## 2. Testing Indirect Effects through Mediation Variables

**Table 2. Recapitulation of Testing Results of Mediation Variables Job Satisfaction**

Mediation of Job Satisfaction Variable (Y1) on:	Effect				Note:
	(a)	(b)	(c)	(d)	
Organizational climate (X1) → Organizational commitment (Y2)	0.406 (Sig)	0.530 (Sig)	0.597 (Sig)	0.414 (Sig)	<i>Partial Mediation</i>
Competence (X2) → Organizational commitment (Y2)	0.293 (Sig)	0.406 (Sig)	0.283 (Sig)	0.414 (Sig)	<i>Partial Mediation</i>

Source: Data processed, 2022

## Effect of Organizational Climate and Competence on Employee Organizational Commitment with Job Satisfaction as Intervening Variable at Bali Mandara Hospital

The information obtained from Table 2 above is the result of testing the mediating variables that can be conveyed as follows:

- 1) Job satisfaction (Y1) is able to mediate positively and significantly on the indirect effect of organizational climate (X1) on organizational commitment (Y2). This result is shown from the mediation test carried out, it appears that the effects of a, c and d have significant values. Job satisfaction variable as a mediator between organizational climate and organizational commitment. Job satisfaction has a partial mediating effect on the influence of organizational climate on organizational commitment. This means that job satisfaction is not the only force that has an impact on organizational commitment.
- 2) Job satisfaction (Y1) is able to mediate positively and significantly on the indirect effect of competence (X2) on organizational commitment (Y2). This result is shown from the mediation test carried out, it appears that the effects of a, b and c have significant values. Job satisfaction variable as a mediator between competence and organizational commitment. Job satisfaction has a partial mediating effect on the effect of competence on organizational commitment. This means that job satisfaction is not the only force that has an impact on organizational commitment.

The following is a recapitulation of direct effects, indirect effects and total effects as shown in the following table.

**Table 3. Recapitulation of Direct, Indirect, and Total Effects**

No	Variable Relationship	Live Effect	Indirect Effect	Total Effect
1	Organizational climate (X1) → Job satisfaction (Y1)	0.597	-	0.597
2	Competence (X2) → Job satisfaction (Y1)	0.283	-	0.283
3	Organizational climate (X1) → Organizational commitment (Y2)	0.276	-	0.276
4	Organizational climate (X1) → Job satisfaction (Y1) → Organizational commitment (Y2)	0.276	$(0.597 * 0.414) = 0.247$	0.523
5	Competence (X2) → Organizational commitment (Y2)	0.293	-	0.293
6	Competence (X2) → Job satisfaction (Y1) → Organizational commitment (Y2)	0.293	$(0.283 * 0.414) = 0.117$	0.410
7	Job satisfaction (Y1) → Organizational commitment (Y2)	0.414	-	0.414

Source: Data processed, 2022

The data in Table 3 above shows that the indirect effect of organizational climate on organizational commitment through job satisfaction has the highest total effect, which is 0.523. While the direct influence of organizational climate variable has the highest influence on job satisfaction, which is equal to 0.597. The finding from this analysis is that organizational commitment will be higher if the organizational climate is accompanied by high job satisfaction.

## V. DISCUSSION

### 1. The influence of organizational climate on job satisfaction

The results of hypothesis testing indicate that organizational climate has a positive and significant effect on job satisfaction. These results mean that the better the organizational climate in the Bali Mandara Hospital, the higher the job satisfaction of employees. This means that the regulations or SOPs owned by the Bali Mandara Hospital will be able to reflect work towards improving employee performance. Employee knowledge about the implementation of rules and SOPs is due to employees having a high level of education. Based on the characteristics of the respondents, most of the employees of the Bali Mandara Hospital have education levels at the tertiary level, namely diploma, undergraduate and postgraduate.

The most dominant organizational climate in increasing job satisfaction is that employees feel that the work standards of the Bali Mandara Hospital are able to measure feelings of pressure to do a good job and employees feel that performance measurement can reflect work that leads to increased performance. This means that the organizational climate, especially regarding the rules or work standards in the Bali Mandar Hospital, is able to make the work climate conducive, which in turn will increase job satisfaction.

The results of this study are in line with the results of this study in line with the results of research conducted by Purnama and Riana (2020) which found organizational climate to have a positive and significant effect on job satisfaction. These results are in line with the results of research conducted by Widiarti and Dewi (2016) who found organizational climate to have a positive and significant effect on job satisfaction.

# **Effect of Organizational Climate and Competence on Employee Organizational Commitment with Job Satisfaction as Intervening Variable at Bali Mandara Hospital**

## **2. The influence of competence on job satisfaction**

The results of hypothesis testing indicate that competence has a positive and significant effect on job satisfaction. This result means that the better the employee's competence Bali Mandara Hospital, then the employee's job satisfaction will be higher. This means that competencies that have a responsive and diligent attitude in carrying out work affect organizational commitment. Bali Mandara Hospital has employees with good competence, this is because most of the employees of Bali Mandara Hospital have a high level of education, namely college level.

In addition to a high level of education, the work experience of employees is also quite long, which is mostly over 3 years. With a long level of education and work experience, the competence of employees will be better. Thus, employees will have knowledge about their respective duties so that they are able to complete their duties in accordance with the targets set by the organization. In addition, with a long work experience coupled with a high level of education, employees will be able to work together with colleagues to complete work together in order to achieve organizational goals.

The results of this study are in line with the results of research conducted by Asmah and Sudarso (2019) which found that competence has a positive and significant effect on job satisfaction. Likewise with the results of research conducted by Utami and Sukmawati (2018) which found that job satisfaction is influenced by competence.

## **3. The influence of organizational climate on organizational commitment**

The results of hypothesis testing indicate that organizational climate has a positive and significant effect on organizational commitment. These results mean that the better the organizational climate in the Bali Mandara Hospital, the higher the employee's commitment to the organization. This means that the regulations or SOPs owned by the Bali Mandara Hospital will be able to reflect work towards improving employee performance. Employee knowledge about the implementation of rules and SOPs is due to employees having a high level of education. Based on the characteristics of the respondents, most of the employees of the Bali Mandara Hospital have education levels at the tertiary level, namely diploma, undergraduate and postgraduate.

The most dominant organizational climate in increasing organizational commitment is that employees feel that the work standards of the Bali Mandara Hospital are able to measure feelings of pressure to do a good job and employees feel that performance measurement can reflect work that leads to increased performance. This means that the organizational climate, especially regarding the rules or standards of work in the Bali Mandara Hospital, is able to make the work climate conducive, which in turn will increase organizational commitment. With a high commitment, employees will have a high morale as well.

The results of this study are in line with the results of research conducted by Purnama and Riana (2020) which found organizational climate to have a positive and significant effect on organizational commitment. The results of the same study were also conducted by Hanafi and Sanosra (2018) who found that organizational climate directly had a significant effect on organizational commitment, but had no significant effect as an intervening variable.

## **4. The influence of competence on organizational commitment**

The results of hypothesis testing indicate that competence has a positive and significant effect on organizational commitment. These results mean that the higher the competence of employees, Bali Mandara Hospital, the higher the employee's commitment to the organization. This means that competencies that have a responsive and diligent attitude in carrying out work affect organizational commitment. Bali Mandara Hospital has employees with good competence, this is because most of the employees of Bali Mandara Hospital have a high level of education, namely college level.

In addition to a high level of education, the work experience of employees is also quite long, which is mostly over 3 years. With a long level of education and work experience, the competence of employees will be better. Thus, employees will have knowledge about their respective duties so that they are able to complete their duties in accordance with the targets set by the organization. In addition, with a long work experience coupled with a high level of education, employees will be able to work together with colleagues to complete work together in order to achieve organizational goals.

The results of this study are in line with Irham (2014) competence is an ability possessed by an individual who has a selling value and it is applied from the results of creativity and innovation produced. Competence is a basic characteristic of a person that enables them to perform superiorly in their work. Competencies are needed by organizations to support the successful implementation of work, and some organizations set the required competency standards for their employees. The opinion above is in line with the results of a study conducted by Samtono (2019) which found that competence has a positive effect on organizational commitment. The results of this study are in line with the results of research conducted by Ahyanuardi,

## **5. The effect of job satisfaction on organizational commitment**

The results of hypothesis testing indicate that job satisfaction has a positive and significant effect on organizational

## Effect of Organizational Climate and Competence on Employee Organizational Commitment with Job Satisfaction as Intervening Variable at Bali Mandara Hospital

commitment. These results mean that the higher the employee's job satisfaction, the higher the employee's commitment to the organization. Employees who have high job satisfaction, such as satisfaction about the opportunity to increase their abilities, satisfaction with wages or salaries provided by the organization, satisfaction with promotions, supervision, good working relationships and a conducive working atmosphere will have an impact on high employee commitment to the organization. .

The most dominant job satisfaction indicator in increasing organizational commitment is employee satisfaction with the work atmosphere and conducive working conditions. One of the reasons for the conducive working atmosphere at Bali Mandara Hospital is the organization's members who have high knowledge, so they can think rationally. In addition, the working relationship between fellow employees is also well established, because most employees have a working period of more than 3 years, so they already have a good relationship.

The results of this study are in line with the opinion of Kuntjoro, (2019) which states that one aspect of organizational commitment is loyalty, member loyalty to the company means a person's willingness to be able to maintain his relationship with the company even at the expense of his personal interests without expecting anything. The desire of members to maintain themselves working in the company is something that can support the commitment of members where they work. This is attempted when members feel a sense of security and satisfaction in their workplace. The opinion above is in line with the results of research conducted by Purnama and Riana (2020) which found job satisfaction has a positive and significant effect on organizational commitment...

### VI. CONCLUSION

Based on the discussion of the research results, it can be concluded that the influence of organizational climate and competence on organizational commitment through job satisfaction is as follows:

1. Organizational climate has a positive and significant influence on job satisfaction. This means that the better the organizational climate in Bali Mandara Hospital, the higher the job satisfaction of employees.
2. Competence has a positive and significant effect on job satisfaction. This means higher employee competence Bali Mandara Hospital, the higher the job satisfaction of employees.
3. Organizational climate has a positive and significant influence on organizational commitment. This means that the better the organizational climate in the Bali Mandara Hospital, the higher the employee's commitment to the organization.
4. Competence has a positive and significant influence on organizational commitment. This means the higher the competence of employees Bali Mandara Hospital, the higher the employee's commitment to the organization.
5. Job satisfaction has a positive and significant effect on organizational commitment. This means the higher the employee job satisfaction Bali Mandara Hospital, the higher the commitment to the organization.
6. Job satisfaction has a partial mediating effect on the influence of organizational climate on organizational commitment. This means that job satisfaction is not the only force that has an impact on organizational commitment.
7. Job satisfaction has a partial mediating effect on the effect of competence on organizational commitment. This means that job satisfaction is not the only force that has an impact on organizational commitment

### REFERENCES

- 1) Arief, MY (2020). Effect of Communication, Organizational Climate, Motivation and Leadership on Employee Job Satisfaction. *Open Journal Systems*. 14(10). 3231-3236.
- 2) Ahyanuardi, Hambali and Krismadinata. (2018). The Effect of Pedagogic and Professional Competence of Post-Certification Vocational High School Teachers on Teacher Commitment to Implementing the Learning Process. *Journal of Vocational and Technology*. 18(1). 67-74. DOI:10.24036/invotek.v18i1.169
- 3) Asmalah, L. and Sudarso, P. (2019). The Influence of Competence, Career Development and Work Environment on Employee Job Satisfaction at PT. Boga Lestari Sentosa Indonesia (Kenny Rogers Roasters). *Journal of Effective Economics*. 1(3). 97-108.
- 4) Belkaoui, and Ahmed Riahi. 2003. Intellectual Capital and Firm Performance of US Multinational Firms: A Study of the Resource-Based and Stakeholder Views. *Journal of Intellectual Capital*. Vol. 4 No. 2 P. 215-226.
- 5) Dharma, R. (2019). The Effect of Organizational Climate and Organizational Communication on Employee Job Satisfaction in Increasing Organizational Commitment At PT. Batanghari Barisan Padang. *Benefit Journal*. 4(2). 348-362. <http://doi.org/10.22216/jbe.v4i2.3549>.
- 6) Febriana, I PR, Agung, AAP and Sudja, I N. (2020). The Effect of Job Satisfaction and Work Experience on Employee Performance at Warung Mina Padang Sambian Denpasar City. 38-50. *Unmas E-Journal*. [e-journal.unmas.ac.id](http://e-journal.unmas.ac.id)



## Effect of Organizational Climate and Competence on Employee Organizational Commitment with Job Satisfaction as Intervening Variable at Bali Mandara Hospital

- 7) Guridno, A. and Sinambela, LP (2019). The Effect of Education and Training and Organizational Commitment to Competence on the Performance of the Secretariat Bureau of the House of Representatives of the Republic of Indonesia. *Journal of Social and Humanities*. 4(1). 91-127.
- 8) Hasibuan, HM 2017, *Organization and Competence*, PT. Earth Literacy, Jakarta.
- 9) Hanafi, CH & Sanosra, A. (2018) the Effect of Work Motivation, Organizational Climate on Organizational Commitment and Performance of Early Childhood Education Teacher Education Lecturers IKIP PGRI Jember. *Indonesian Journal of Management and Business Science*. 8(1). 94-111
- 10) Irham, F. (2014). *Performance Analysis*. Bandung: Alfabeta
- 11) Iskandar, P and Surohadikusumo, K. (2020). The Effect of Job Satisfaction on Organizational Commitment at the Prima Group Example. *Journal of Economics and Management (JECMA)*. 1(01). 15-22. <http://jurnal.umus.ac.id/index.php/jecma>
- 12) Kuntjoro, Z. (2019). *Mental Health Problems*. Jakarta: CV. Media Info Trans.
- 13) Purnama, NLP D & Riana, I G. (2020). Organizational Climate Affects Organizational Commitment With Job Satisfaction As A Mediation Variable. *E-Journal of Management*. 9(7). 2576-2595.  
DOI:<https://doi.org/10.24843/EJMUNUD.2020.v09.i07.p06>
- 14) Pulic, A. (1998). "Measuring the performance of intellectual potential in the knowledge economy". Available at:[www.measuring-ip.at](http://www.measuring-ip.at).
- 15) Purnawati, NLGP, Widyani. AAD and Devy. NPR (2021). Organizational Commitment as Mediating the Effect of Career Development on Performance. *Journal of Widya Manajemen*. 3(1). 7-69.  
<https://doi.org/10.32795/widyamanajemen.v3i1>
- 16) Ranupandojo, H. and Suad Husnan, 2002, *Personnel Management*, Fourth Edition, Tenth Printing, BPFE, Yogyakarta.
- 17) Robbins, SP, (2016), *Organizational Behavior: Concepts, Controversy, Applications*, Volume 1, Prehallindo, Jakarta.
- 18) Rudlia, JI (2016). The Effect of Competence and Compensation on Job Satisfaction and Employee Performance (Case Study at the Marine Service). *Journal of Business Research and Management*. 4(1). 257-268.
- 19) *Robbins*, PS & Judge, TA (2017). *Organizational Behavior*, Edition. 13, Volume 1. Jakarta: Salemba Empat.
- 20) Samtono (2019). The Influence of Teacher Competence and Work Culture on Organizational Commitment and Its Impact on Teacher Performance at Sma 1 Salatiga. *Journal of Management Vision*. 4(3). 537-550.
- 21) Utami, A. & Sukmawati, A. (2018). The Effect of Competence on Job Satisfaction and Work Engagement of SME Employees in Clusters of Fisheries Processing Results in Bogor. *Journal of Management and Organization*. 9(1). 10-21.
- 22) Wirawan, 2012, *Evaluation of Human Resources Performance, Theory, Applications, and Research*, Salemba Empat Publishers, Jakarta.
- 23) Wernerfelt. (1984). A resource-based view of the firm. *Strategic Management Journal*.
- 24) Widiarti, NLPD & Dewi, AASK (2016). The Effect of Organizational Climate and Job Satisfaction on Organizational Commitment at the Bali Provincial Revenue Service. *E-Journal of Unud Management*. 5(10). 6345-6372.  
DOI:<https://doi.org/10.24843/EJMUNUD.2020.v09.i07.p06>



There is an Open Access article, distributed under the term of the Creative Commons Attribution – Non Commercial 4.0 International (CC BY-NC 4.0) (<https://creativecommons.org/licenses/by-nc/4.0/>), which permits remixing, adapting and building upon the work for non-commercial use, provided the original work is properly cited.