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The influence of organizational climate, compensation, and placement on employee work commitment at the department of marine and fisheries in simeulue regency

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ABSTRACT

This study examined the impact of organizational climate, compensation, and job placement on employee work commitment at the Department of Marine and Fisheries in Simeulue Regency. The objective was to assess both the individual and combined effects of these factors on employee commitment. The hypothesis suggested that enhancing organizational climate, fair compensation, and proper job placement would significantly boost work commitment. Using a quantitative approach with an associative design, the research included all 52 employees as the sample, applying a saturated sampling technique. Data were collected through structured questionnaires and analyzed using statistical tools to determine the significance of the relationships. The results revealed that organizational climate, compensation, and job placement positively and significantly influenced employee work commitment. Additionally, the combined effect of these factors had a stronger impact on commitment, highlighting the critical role of a supportive environment, adequate compensation, and appropriate job placement in fostering employee dedication. These findings emphasize the need to prioritize these elements to enhance employee commitment and improve organizational performance at the Department of Marine and Fisheries in Simeulue Regency.

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1. INTRODUCTION

In contemporary organizations, meeting both the psychological and physical needs of employees is essential for maintaining high levels of motivation and performance (Furnham & MacRae, , 2017). However, when these needs are unmet, employee motivation can decline, which negatively impacts overall organizational performance. Effective management strategies are critical in addressing these challenges, and one particularly impactful approach is cultivating a positive organizational climate (Shanafelt & Noseworthy, 2017).

Organizational climate reflects the internal environment's quality as perceived by employees, impacting their behavior and performance. A positive climate, marked by supportive leadership and open communication, enhances job performance and employee well-being. Conversely, a negative climate can reduce commitment and job satisfaction, affecting overall performance (Sein Myint et al, 2021). The creation and maintenance of a positive organizational climate are thus essential for enhancing employee engagement and productivity. Compensation plays a crucial role in employee motivation and commitment. Adequate compensation, including both financial and non-financial rewards, should align with employees' roles and performance. Fair compensation boosts job satisfaction and commitment, while inadequate compensation can lead to dissatisfaction and increased turnover (Armstrong & Taylor, 2023).

From 2017 to 2019, the Department of Marine and Fisheries in Simeulue Regency saw a decline in civil servant training sessions (Aprilla et al, 2023). In 2017, 20 training sessions were held, but this number dropped to 13 in 2018 and further decreased to 5 in 2019, highlighting a significant reduction in training activities over these years. Employee placement, or aligning employees with roles matching their skills and qualifications, is crucial for effective HR management. Proper placement enhances performance and supports organizational goals by ensuring employees are in suitable roles with the right support and training. Conversely, poor placement can cause performance issues and higher turnover due to mismatches between skills and job expectations (Pattanayak, 2020).

Recent surveys at the Department of Marine and Fisheries in Simeulue Regency reveal significant performance issues, including inadequate skill alignment, problem-solving abilities, and work experience. Employees also expressed dissatisfaction with their compensation. From 2018 to 2020, key metrics such as service orientation, commitment, discipline, teamwork, and integrity declined, indicating a need for improved organizational alignment and better compensation (Shortland, & Perkins, 2016).

From 2018 to 2020, employee commitment evaluation at the Department of Marine and Fisheries showed declines across several areas. Service orientation decreased from 88.83 to 88.78, commitment fell from 87.61 to 88.62, and discipline dropped notably from 85.97 to 81.90. Teamwork and integrity also declined, from 85.39 to 83.50 and 85.58 to 84.90, respectively. These trends highlight the need for improved strategies to boost motivation and reinforce organizational commitment.

Work commitment refers to an employee's psychological attachment and dedication to their organization, reflecting their level of engagement, loyalty, and willingness to contribute to the organization's success. It is a critical factor influencing both individual performance and overall organizational outcomes. High levels of work commitment are typically associated with greater job satisfaction, reduced turnover, and enhanced productivity. Employees who feel a strong sense of commitment are more likely to go beyond their basic job duties, demonstrate initiative, and show resilience in the face of challenges. Work commitment is shaped by various factors, including the organizational climate, leadership, compensation, and how well employees' roles align with their skills and career aspirations (Miller et al, 2014). When organizations effectively address these factors, they create an environment that nurtures commitment, leading to a more cohesive and high-performing workforce. Conversely, low levels of commitment can result in disengagement, absenteeism, and higher turnover rates, undermining organizational goals and performance.

Another important aspect of work commitment is its multidimensional nature. Commitment can be categorized into affective commitment (emotional attachment to the organization), continuance commitment (a rational calculation of the costs associated with leaving the organization), and normative commitment (a sense of obligation to stay). Affective commitment tends to have the strongest positive relationship with organizational outcomes, as employees with high emotional attachment are more likely to

invest effort and support organizational change initiatives. Therefore, fostering affective commitment should be a key focus for organizations aiming to enhance employee performance and satisfaction (García-García et al, 2024).

The data reveals a decline in employee performance at the Department of Marine and Fisheries from 2018 to 2020, including decreases in service orientation, commitment, discipline, teamwork, and integrity. This drop is linked to factors such as inexperience among new employees, misalignment with the organizational climate, and dissatisfaction with compensation. The disconnect between employee expectations and rewards has undermined their commitment (Riofrío et al, 2024). This study aims to analyze how organizational climate, compensation, and employee placement affect work commitment at the Department of Marine and Fisheries in Simeulue Regency. It seeks to determine how these factors contribute to enhancing employee commitment, with the goal of offering insights on fostering a more motivated workforce and improving organizational performance (Ibidunni et al, 2016).

2. RESEARCH METHOD

2.1 Research Approach

This study employed a quantitative research approach, which is suitable for studies aiming to quantify variables and test hypotheses through statistical analysis (Creswell et al, 2014). By adopting this method, the study aimed to measure the influence of organizational climate, compensation, and employee placement on work commitment at the Department of Marine and Fisheries in Simeulue Regency. Quantitative research, grounded in a positivist paradigm, is ideal for generating numerical data and testing the relationships between independent and dependent variables. In the research stage, demographic factors such as age, gender, education level, work experience, and job position were included to provide a deeper understanding of how these variables might influence employee perceptions of organizational climate, compensation, placement, and work commitment. These factors were gathered through the structured questionnaire for analysis. (García-García et al, 2024).

2.3 Theoretical Framework

The study is rooted in (Taylor, 2015), which suggests that factors like organizational climate and job characteristics (e.g., compensation and role fit) significantly affect employee commitment and motivation. In addition, the Expectancy Theory emphasizes that employees' work commitment is influenced by their expectations of rewards, which justifies the focus on compensation as a key independent variable. These theoretical frameworks provide the rationale for investigating how organizational climate, compensation, and placement influence work commitment.

2.4 Population and Sampling

The study population consisted of all 52 employees at the Department of Marine and Fisheries in Simeulue Regency. A saturated sampling technique was used, including every employee to avoid sampling bias and ensure comprehensive data. Control variables like age, gender, and years of experience were also considered to account for demographic influences on work commitment (Thomson et al, 2020). While age, gender, and years of experience influence work commitment, they are not sufficient to fully explain it. Age may correlate with career priorities, and gender can shape workplace experiences, but both factors interact with organizational policies like inclusion and fairness. Years of experience might increase commitment but can also lead to disengagement if employees feel undervalued. More crucial factors include job satisfaction, supportive leadership, and work-life balance, which directly affect commitment. Employees are more likely to stay engaged when they feel fulfilled in their

roles, recognized by leadership, and supported in balancing personal and professional responsibilities.

2.5 Data Collection

Data were gathered using a structured questionnaire tailored to the Department of Marine and Fisheries. It included sections on organizational climate, compensation, placement, and work commitment. A pilot study with 10 employees tested the questionnaire for clarity, reliability, and validity, leading to minor revisions before full distribution. This process ensured accurate measurement and reliable results (Miller et al, 2014). To assess if the questionnaire aligns with the desired goals, a pilot study is first conducted to test clarity, reliability, and content validity. Feedback from 10 employees helps refine the questionnaire. Reliability is evaluated using Cronbach's alpha to ensure internal consistency, confirming that the items consistently measure constructs like organizational climate, compensation, and work commitment. Validity is tested by comparing calculated r-values (r-count) with the r-table, ensuring each item effectively measures its intended variable. These steps, along with expert reviews and revisions, confirm that the questionnaire is accurate and aligned with the research goals.

While the structured nature of quantitative questionnaires offers a standardized and efficient way to gather data, it can be restrictive in capturing the full range of participants' thoughts and experiences. By limiting responses to predetermined options, participants may not have the opportunity to fully express nuanced views or provide deeper insights that could be critical for understanding complex issues like organizational climate, compensation, and work commitment. This restriction can result in oversimplified data, potentially missing out on valuable context or unanticipated factors influencing employees' perceptions and behaviors. Therefore, while structured questionnaires ensure consistency and ease of analysis, they may not fully capture the depth of participants' experiences. (Choy, 2014).

2.7 Data Analysis

Data were analyzed using IBM SPSS Statistics Version 25. Preliminary analysis included validity and reliability tests. Validity tests were performed to ensure that the questionnaire items accurately reflected the concepts under study, while reliability tests measured the consistency of the instrument using Cronbach’s alpha. The questionnaire demonstrated high reliability across all variables (García-García et al, 2024).

2.8 Regression Analysis

Multiple linear regression analysis was conducted to test the research hypotheses and determine the relationship between the independent variables (organizational climate, compensation, and employee placement) and the dependent variable (employee work commitment). Multiple linear regression was selected over other methods such as structural equation modeling (SEM) because the study focused on direct relationships rather than latent variables.

By applying this model, the study identified the significance and strength of each independent variable's impact on work commitment. The analysis also explained the proportion of variance in work commitment attributable to organizational climate, compensation, and placement (Neuman, 2014).

2.9 Limitations of Quantitative Approach

While the quantitative approach effectively identifies relationships between variables, it lacks depth in exploring employee perceptions and motivations. Future research should incorporate qualitative methods, such as interviews, for a more comprehensive understanding. Nevertheless, the study provides valuable insights into

how organizational climate, compensation, and placement affect commitment, offering practical recommendations for improving employee engagement (Taherdoost, 2022).

The table below summarizes the hypothesis testing results from this study, showcasing the relationships between the independent variables—Organizational Climate, Placement, and Compensation—and the dependent variable, Work Commitment. The hypotheses are assessed using t-values, p-values, and statistical significance (Choy, 2014). The findings reveal significant positive effects of Organizational Climate and Compensation on Work Commitment, while Placement shows no significant influence. Together, these three factors explain 85% of the variance in Work Commitment, highlighting the importance of a supportive work environment and fair compensation in fostering employee commitment.

Table 1: Summary of Hypothesis Testing Results

Hypothesis	t-value	t-table	Significance (p-value)	Conclusion
H1: Organizational Climate Positively Affects Work Commitment	3.989	1.674	0.000	Significant Positive Effect
H2: Placement positively affects Work Commitment	1.348	1.674	0.184	No Significant Effect
H3: Compensation positively affects Work Commitment	3.565	1.674	0.001	Significant Positive Effect
Combined Effects (Organizational Climate, Placement, Compensation) on Work Commitment	-	-	-	Explains 85% of the variance in Work Commitment

Source: Data Processed, 2024

In addition to summarizing hypothesis testing results, we present a framework illustrating how organizational climate and compensation influence employee commitment at the Department of Marine and Fisheries in Simeulue Regency. Organizational climate, including leadership and communication, significantly boosts commitment by creating a positive work environment (Kim, 2020). Compensation, encompassing salary and benefits, also enhances commitment through fair remuneration. However, employee placement did not significantly impact work commitment. This framework clarifies how these factors interact to affect employee performance and loyalty (Kim, 2020).

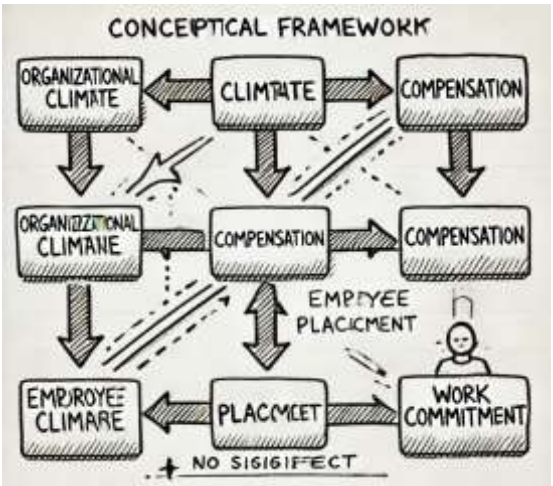

Figure1. Conceptual Framework of the Relationship between Organizational Climate, Compensation, and Work Commitment.
Source: Adopted by authors, 2024

3. RESULTS AND DISCUSSIONS

3.1 Participant Demographics

Understanding the demographics of participants is crucial for interpreting the results of this study on the influence of organizational climate, compensation, and employee placement on work commitment at the Department of Marine and Fisheries in Simeulue Regency. The following table provides a comprehensive overview of the participant's demographic characteristics, including gender, age, educational background, job position, and length of service (Varma et al, 2021).

Demographic data is crucial for contextualizing study findings and identifying patterns related to factors like age, education, job positions, and service length. These factors may influence work commitment and responses to organizational climate and compensation. Analyzing this data helps to refine research conclusions and offers targeted recommendations for enhancing employee motivation and organizational effectiveness. The following table outlines these demographic characteristics to provide context for the study's results (Rhodes-Reese, 2020).

Table 2. Participant Demographic Characteristics

Demographic Factor	Category	Number of Participants	Percentage (%)
Gender	Male	28	53.8
	Female	24	46.2
Age	20-29 years	15	28.8
	30-39 years	21	40.4
	40-49 years	10	19.2
	50 years and above	6	11.5
Education Level	High School	5	9.6
	Bachelor's Degree	33	63.5
	Master's Degree	10	19.2
	Doctorate	4	7.7
Job Position	Administrative	15	28.8
	Technical	20	38.5
	Managerial	11	21.2
	Support Staff	6	11.5
Length of Service	Less than 1 year	7	13.5
	1-3 years	20	38.5
	4-6 years	14	26.9
	More than 6 years	11	21.2

Source: Data collected from the Department of Marine and Fisheries, Simeulue Regency, 2024.

a. Validity Test

With 52 respondents, the r-table value was obtained from the Pearson product-moment table, using a degree of freedom (df) = n – 2, resulting in df = 52 – 2 = 50, and an r-table value of 0.2681. The r-table value of 0.2681 is derived from the Pearson product-moment correlation table, based on a sample size of 52 respondents. This leads to a calculation of degrees of freedom (df) as df=n−2=50df = n - 2 = 50df=n−2=50. The critical r-value is referenced at a significance level of 0.05. In the context of validity testing, an item is considered valid if its calculated r-value (r-count) exceeds the r-table value. Given that all r-count values from the questionnaire items are above 0.3, they surpass the threshold of 0.2681. This indicates that all items in the questionnaire are proven valid, making them appropriate for use in the study to assess the intended constructs effectively. An item is considered valid if the calculated r-value (r-count) exceeds the r-table value. The validity test results show that all r-count values from each questionnaire item are above 0.3. The basis of the research is that each questionnaire item is assessed for validity through correlation analysis. An item is deemed valid if its calculated r-value (r-count) exceeds the critical r-table value, which is 0.2681 for a sample size of 52 and a significance level of 0.05. The validity test results indicate that all r-count values for the

questionnaire items are above 0.3. This confirms that they surpass the minimum threshold required for validity. Consequently, all items in the questionnaire are validated and deemed appropriate for use in the study, ensuring accurate measurement of the intended constructs. Hence, all items in the questionnaire are proven valid and appropriate for use.

Table 3. Validity Test Results for the Commitment Variable (Y)

No	r-count	r-table (n=52, α=5%)	Remarks
Item 1	0.782	0.2681	Valid
Item 2	0.937	0.2681	Valid
Item 3	0.875	0.2681	Valid
Item 4	0.920	0.2681	Valid
Item 5	0.873	0.2681	Valid
Item 6	0.931	0.2681	Valid

Source: Processed Data, 2024

b. Reliability Test

To calculate Cronbach's Alpha, first, the variance for each individual questionnaire item is calculated to understand how much responses vary from the mean for that item. Next, the total variance of all items combined is calculated, which reflects the overall variability in the summed responses across all items. The total number of items (kkk) in the questionnaire is then noted. Using the Cronbach's Alpha formula, α=kk−1(1−∑item variancestotal variance) \alpha = \frac{k}{k - 1} \left(1 - \frac{\sum \text{item variances}}{\text{total variance}} \right)α=k−1k(1−total variance∑item variances), the alpha value is computed. A value above 0.7 indicates acceptable internal consistency, meaning the items reliably measure the intended variables.

Table 4 Reliability Test Results

No	Variable	Cronbach's Alpha
1	Organizational Climate	0.965
2	Placement	0.949
3	Compensation	0.954
4	Work Commitment	0.977

Source: SPSS Output

3.2 Classical Assumption Tests

The normality of the data was assessed using the One-Sample Kolmogorov-Smirnov (K-S) Test. This test is appropriate for evaluating whether the data follows a normal distribution by comparing the observed cumulative distribution of the sample to the expected normal distribution. Since it is a non-parametric test, it does not assume a specific parametric form, making it suitable for various types of data. The results showed that the Asymp. Sig (2-tailed) value was 0.880, which is greater than the threshold of 0.05. Therefore, the data can be considered normally distributed, meeting the assumption of normality for further statistical analysis.

Table 5. Normality Test with One-Sample Kolmogorov-Smirnov Test

Statistic	Unstandardized Residual
N	52
Mean	.0000000
Std. Deviation	7.70000000
Kolmogorov-Smirnov Z	.588

Statistic	Unstandardized Residual
Asymp. Sig. (2-tailed)	.880

The Glejser test is employed to assess the homoscedasticity of residuals in regression analysis, specifically examining the consistency of variance among independent variables. The basis for using the Glejser test includes its ability to detect heteroscedasticity, which occurs when the variance of errors varies across levels of an independent variable, potentially compromising the validity of regression results. By regressing the absolute values of residuals from the initial regression model against the independent variables, the Glejser test provides significance (Sig) values that indicate whether variance is consistent. In this study, all independent variables showed Sig values greater than 0.05, indicating no heteroscedasticity and confirming that variances across the independent variables are consistent, ensuring the reliability of the regression analysis**.**

Table 6. Homogeneity Test Using Glejser

Variable	Sig. Value
Organizational Climate	0.136
Placement	0.993
Compensation	0.198

Multicollinearity was examined by analyzing the Variance Inflation Factor (VIF) and Tolerance values. The results indicated that all VIF values were below 10, suggesting that there are no significant multicollinearity issues among the independent variables. Additionally, the Tolerance values exceeded 0.1, further confirming that each independent variable contributes unique information to the regression model. These findings indicate that the independent variables are not highly correlated, ensuring the reliability of the regression analysis results and validating the assumptions of the model.

Table 7 Multicollinearity Test

Variable	Tolerance	VIF
Organizational Climate	0.955	1.047
Placement	0.707	1.414
Compensation	0.733	1.364

3.3 Multiple Linear Regression Test

The multiple linear regression analysis resulted in the following equation: Y=0.394+0.280X1+0.154X2+0.288X3Y = 0.394 + 0.280X_1 + 0.154X_2 + 0.288X_3Y=0.394+0.280X1+0.154X2+0.288X3 Where X1X_1X1 is Organizational Climate, X2X_2X2 is Placement, and X3X_3X3 is Compensation.

Table 8 Regression Coefficients

Variable	B	Std. Error	t	Sig.
(Constant)	0.394	1.466	0.269	0.789
Organizational Climate	0.280	0.070	3.989	0.000
Placement	0.154	0.115	1.348	0.184
Compensation	0.288	0.081	3.565	0.001

a. F-Test

The F-test indicates that the independent variables (Organizational Climate, Placement, Compensation) significantly affect Work Commitment. The F-value is 102.384 > F-table 1.674, and the Sig value is 0.000 < 0.05.

Table 9 F-Test Results (ANOVA)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1553.846	3	517.949	102.384	0.000
Residual	242.827	48	5.059		
Total	1796.673	51			

Determination Test (R^2)

The Adjusted R^2 value is 0.856, meaning 85% of the variation in Work Commitment can be explained by the variables of Organizational Climate, Placement, and Compensation.

Table 10. Model Summary

R	R^2	Adjusted R^2	Std. Error	Durbin-Watson
0.930	0.865	0.856	2.249	1.250

The findings of this study underscore the significant role that organizational climate and compensation play in influencing employee work commitment at the Department of Marine and Fisheries in Simeulue Regency. The analysis revealed that organizational climate had a substantial positive effect on employee work commitment, as evidenced by a t-value of 3.989, surpassing the t-table value of 1.674, and a significance level of 0.000. This indicates that a supportive and conducive work environment, where employees feel comfortable, engaged, and valued, directly contributes to their dedication and commitment. These results align with previous studies that emphasize the importance of fostering a positive organizational climate to boost employee morale and productivity (Tikoria, 2021).

Employee placement showed an insignificant effect on work commitment, with a t-value of 1.348 below the t-table value of 1.674 and a significance level of 0.184. This indicates that while aligning employees' roles with their skills is essential for operational efficiency, its direct impact on commitment is limited. Additional factors like career development and job enrichment may be needed to enhance placement's effect on commitment.

In contrast, compensation significantly influenced work commitment, as indicated by a t-value of 3.565 and a significance level of 0.001. This emphasizes the crucial role of fair compensation in motivating employees, as those who feel adequately rewarded are more likely to be dedicated and engaged in their roles. This aligns with existing theories that compensation strongly shapes employee behavior and commitment (Rasheed et al, 2020).

The combined analysis of organizational climate, placement, and compensation accounted for 85% of the variance in work commitment, indicating that these factors are critical to understanding employee behavior. However, the remaining 15% suggests that other factors, such as leadership style, job satisfaction, or personal motivations, may also play a role in shaping employee commitment, warranting further exploration in future research (Megawat et al, 2022).

4. CONCLUSION

This study examined the effects of organizational climate, compensation, and job placement on employee commitment at the Department of Marine and Fisheries in Simeulue Regency, based on data from 52 respondents. The results confirmed the reliability and validity of the instruments used. The analysis found that organizational climate and compensation significantly impacted employee commitment, while job placement did not have a statistically significant effect. Organizational climate and compensation together explained 85% of the variance in employee commitment, highlighting their critical roles in fostering dedication. Although job placement did not

directly influence commitment, it may affect employee satisfaction and retention, suggesting areas for future research. The study underscores the need for a positive work environment and fair compensation to enhance employee commitment and overall organizational performance.

This study contributes to the understanding of how organizational climate, compensation, and employee placement influence work commitment in the Department of Marine and Fisheries. The findings offer valuable insights for management to enhance employee engagement and retention strategies. However, research implications suggest the need for further exploration in diverse contexts to generalize results. Limitations include the study's focus on a single department, which may restrict broader applicability. Additionally, the reliance on self-reported data could introduce bias. Future research should consider longitudinal studies and expand to other sectors for a comprehensive understanding of these dynamics.

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