



## The Effect of Bureaucratic Change on Employee Job Satisfaction Through Organisational Commitment in Functional Officials of the East Lombok Regency Government Position Equalisation Results

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### **Abstract**

This study aims to determine the effect of organisational change on job satisfaction through organisational commitment in Functional Officials from the equalisation of East Lombok Regency government positions. This research uses quantitative methods that are associative in nature. The number of samples in this study were 170 employees. Data were collected by closed questionnaire using a Likert scale and processed using the Smart-PLS application. The results of this study indicate that organisational change has a positive and significant effect on job satisfaction. As for the mediating factor, organisational commitment is able to positively and significantly mediate the effect of organisational change on employee job satisfaction.

**Keywords:** *Organisational Change; Job Satisfaction; Organisational Commitment; Functional Officers*

### **Introduction**

The government through the Minister of Administrative and Bureaucratic Reform Regulation (Permen PANRB) Number 7 of 2022 implements a public organisation change policy that aims to improve the performance level of government agencies throughout Indonesia. Based on this regulation, every government agency is required to make changes aimed at optimising, efficiency and effectiveness of agency performance. Due to this condition, all government agencies and institutions simultaneously and gradually make changes as a form of realisation, including the East Lombok Regency government. In 2022, administrative positions have been upgraded to functional positions for 388 employees spread across government agencies in East Lombok Regency.

This bureaucratic reform discourse is not only concerned with achieving goals and improving performance, but ensuring that every individual who is part of a state agency or institution can work

according to competence, clarity of work systems, rewards that match their performance and provide work comfort and security. Through a proper implementation process, this rule will create positive feelings and perceptions of employees towards the organisation that can increase their job satisfaction.

Employee *job satisfaction* is "a positive feeling about one's job that is the result of an evaluation of its characteristics" (Robbins and Judge, 2008). According to Gibson *et al.* (2011), one of the factors that can determine the level of job satisfaction of an employee is the work environment which includes job design, organisational structure, policies, rules, leadership and reward systems. This means, broadly speaking, this work environment factor related to the bureaucratic system of the organisation can be a predictor of job satisfaction.

Bureaucratic change or reform is a radical change in the field of government systems that includes comprehensive changes relating to operationalisation, institutional structure, and resource management in organisations (Effendi, 2014). Bureaucratic change or restructuring is a process of redesigning or rearranging the existing organisational order. This relates to the activity of rearranging the organisational system (Wiagustini, 2010). Several previous studies that examined the effect of bureaucratic changes on job satisfaction showed a variety of findings such as those conducted by Nulipata *et al.*, (2019) and Pratama *et al.*, (2023) state that bureaucratic changes have an impact on changes in a better work system for employees where research findings show that bureaucratic changes have a positive and significant effect on job satisfaction. Meanwhile, different findings were shown by Effendi, (2014) in his research finding that organisational change has no significant effect on job satisfaction.

Another factor that can determine the level of job satisfaction is the work system. According to Alter, (2013) states the work system as a unit that exists in the organisation to be applied to human work, information, physical and other resources to produce goods and services. While Hartanto, (2009) states that the work system is "a series of procedures and work procedures that form a process of activities to carry out the duties and functions of the organisation". Regarding the effect of work systems on employee job satisfaction, some previous research results show a variety of answers such as those conducted by Leite, *et al.* (2014) which states that the better the quality of the work system owned by the organisation will increase employee job satisfaction. The results of these findings indicate that the work system has a positive and significant effect on job satisfaction. Different findings are shown by Othman *et al.*, (2017) which states that partially the work system has no significant effect on job satisfaction.

Based on the findings of the previous research above which still show inconsistencies in results, this study will conduct a retest to provide validation of the findings of these studies and involve organisational commitment variables as intermediaries in the influence of bureaucratic changes and work systems on job satisfaction. The involvement of organisational commitment as an intermediary has not been explored further and provides a gap of novelty for this research. Idrus (2022) defines organisational commitment as "employee loyalty to the organisation through the achievement of goals, values, willingness or willingness to try to be part of the organisation and the desire to stay in the organisation.

## **Literature Review**

### **Bureaucratic Change**

Bureaucratic change or reform is a radical change in the field of government systems that includes comprehensive changes relating to operationalisation, institutional structure, and resource management in organisations (Effendi, 2014). Bureaucratic change or restructuring is a process of redesigning or rearranging the existing organisational order. This relates to the activity of rearranging the organisational system (Wiagustini, 2010).

### Work System Adjustment

According to Alter, (2013) states the work system as a unit that exists in the organisation to be applied to human work, information, physical and other resources to produce goods and services. While Hartanto, (2009) states that the work system is "a series of procedures and work procedures that form a process of activities to carry out the duties and functions of the organisation". Based on the above definition, the work system is defined as a series of forms, ways, and work processes that become work standards for each individual in the organisation.

### Organisational Commitment

Organisational commitment is an attitude that reflects the extent to which an individual understands and feels bound to his organisation (Suryatni *et al.*, 2023). Meanwhile, according to Idrus, (2022) defines organisational commitment as "employee loyalty to the organisation through achieving goals, values, willingness or willingness to try to be part of the organisation and the desire to stay in the organisation. Bukit *et al.*, (2017) state that there are three elements in employee organisational commitment, namely loyalty, involvement and alignment with the organisation.

### Job Satisfaction

According to Priansa, (2017) states that job satisfaction is a person's evaluation that describes his feelings when he is happy or unhappy, satisfied or dissatisfied at work. The size of a person's satisfaction at work can have an unequal impact. Meanwhile, Rivai & Sagala, (2015) state that job satisfaction is an evaluation that describes a person's feeling of being happy or dissatisfied at work.

### Conceptual Framework

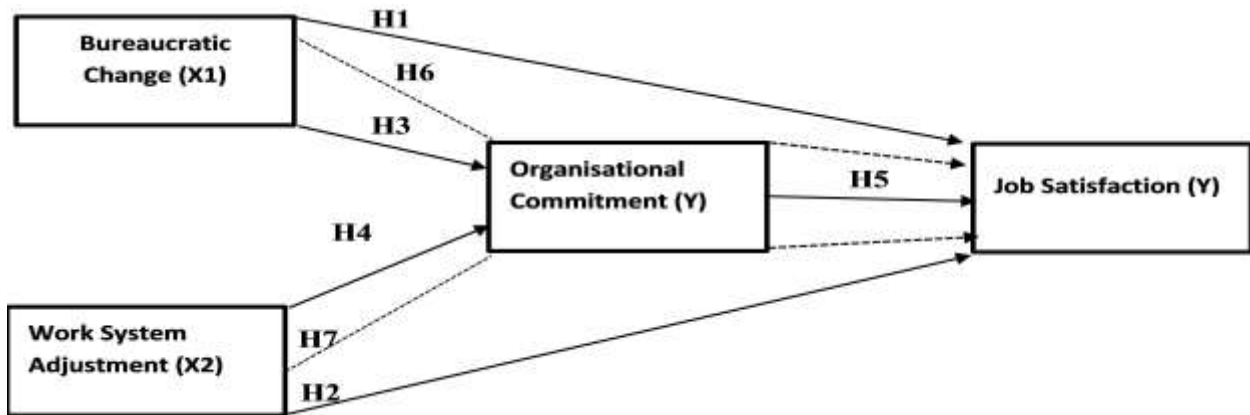


Figure 1. Conceptual Framework

### Research Methodology

The method used in this research is quantitative method which is associative in nature. The sample in this study were functional officials in East Lombok district. The number of samples in this study were 170 respondents. The data collection tool used a questionnaire with a scale of 1-5. The tabulated data results were processed using the SEM method with the Smart-PLS application. The following are the characteristics of respondents in this study, among others:

Table 1 Dominance of Respondents

Category	Description	Total
Gender	Male	106 people
Age	40-49 Years	84 people
Education	Undergraduate	137 people

Based on the table above, it can be seen that the respondent category is dominated by men as many as 106 out of 170 respondents. In addition, the average age of respondents is 40-49 years old and the majority of education is undergraduate.

**Validity Test**

The Initial Stage Test in Smart PLS is to Conduct a Validity Test. The Following Are the Results of the Validity Test

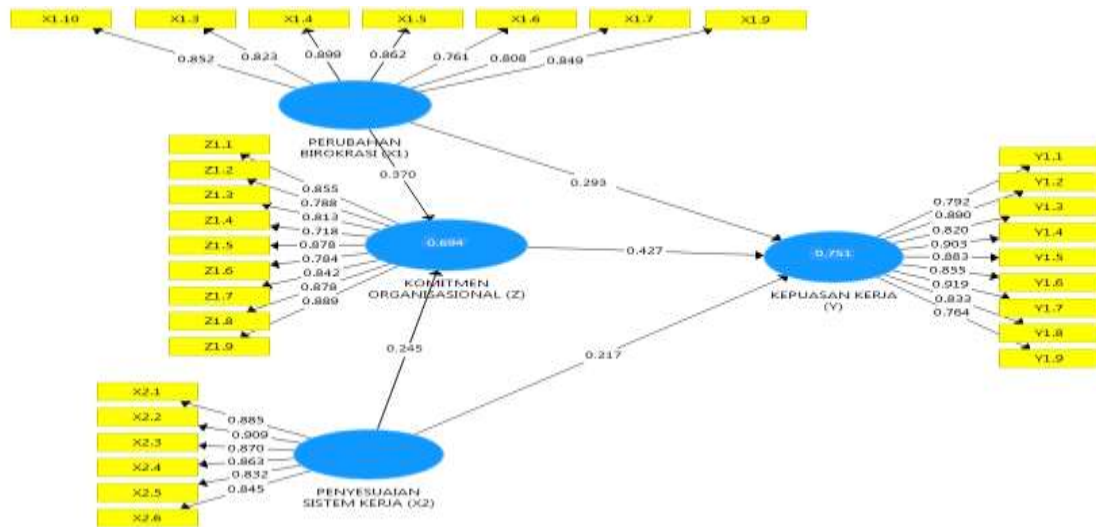


Figure 2. Validity test

Based on the picture above, it can be seen that the outer loading value of each statement item on the variable is > 0.7 or the validity standard so that it is said to be valid. After that, the discriminant validity test and reliability test were carried out. The following are the results of the discriminant validity test or AVE and reliability test:

Table 2. Validity and Reliability Test Results

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
JOB SATISFACTION (Y)	0,953	0,960	0,727
ORGANISATIONAL COMMITMENT (Z)	0,943	0,952	0,687
WORK SYSTEM ADJUSTMENT (X2)	0,934	0,948	0,753
BUREAUCRATIC CHANGE (X1)	0,929	0,942	0,701

Based on the table above, it can be seen that the AVE value is > 0.5 so that the value of all variables can be said to be valid. As for the reliability value seen from the Cronbach's alpha and composite reliability values > 0.7 so that all variables can be said to be reliable.

**Result and Discussion**

**Results**

The following below is a picture of the results of the bootstrapping or inner model test:

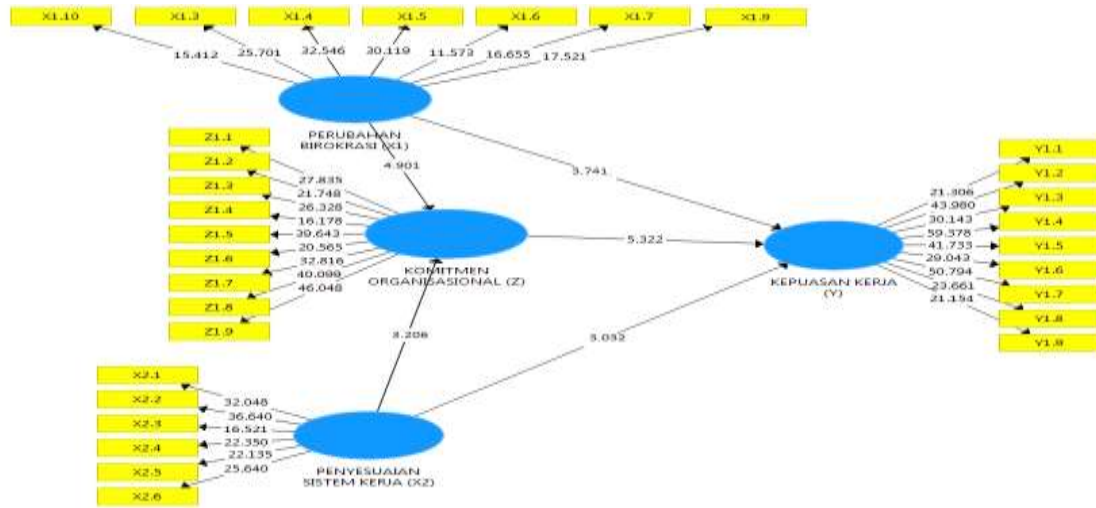


Figure 3. Bootstrapping test

Table 3. Bootstrapping or Inner Model Test Results

	T Statistics ( O/STDEV )	P Values	Criteria
ORGANISATIONAL COMMITMENT (Z) -> JOB SATISFACTION (Y)	5.322	0.000	Accepted
WORK SYSTEM ADJUSTMENT (X2) -> JOB SATISFACTION (Y)	3.032	0.004	Accepted
WORK SYSTEM ADJUSTMENT (X2) -> ORGANISATIONAL COMMITMENT (Z)	3.206	0.002	Accepted
BUREAUCRATIC CHANGE (X1) -> JOB SATISFACTION (Y)	3.741	0.001	Accepted
BUREAUCRATIC CHANGE (X1) -> ORGANISATIONAL COMMITMENT (Z)	4.901	0.000	Accepted
BUREAUCRATIC CHANGE (X1) -> ORGANISATIONAL COMMITMENT (Z) -> JOB SATISFACTION (Y)	2.242	0.025	Accepted
WORK SYSTEM ADJUSTMENT (X2) -> ORGANISATIONAL COMMITMENT (Z) -> JOB SATISFACTION (Y)	2.215	0.030	Accepted

Based on the table above, all influences between variables have met the requirements of a positive and significant relationship because the t-statistics value is > 1.666 and the p-value is < 0.05.

**Discussion**

**The Effect of Bureaucratic Change on Job Satisfaction**

Based on the results of hypothesis testing, it shows that there is a positive and significant influence between bureaucratic changes on job satisfaction. This means that the higher the bureaucratic

changes will increase employee job satisfaction in the East Lombok Regency Government. The research findings show that bureaucratic changes made by the East Lombok Regency Government, especially in functional positions, have an impact on improving employee performance. The majority of respondents gave quite high answers, especially on aspects related to the division of tupoksi and positions that were in accordance with employee competence and did not experience overlapping positions. Other findings also show that the impact of bureaucratic changes carried out by the East Lombok Regency Government provides clarity and accuracy of the *reward* system for employees who have high productivity and performance.

Bureaucratic changes in public organisations are known as changes in government bureaucracy, where performance is measured by employee job satisfaction (Muhammad, 2018: 69). The above concept is also confirmed by Sawir (2020: 129) that the effectiveness of the bureaucracy will be seen from the achievement of organisational employee satisfaction. The study of the effect of bureaucratic change on satisfaction is fundamental, because it turns out that satisfaction is one of the indicators of the effectiveness of the organisational bureaucracy (Gibson, et al., 2011). Gibson, et al. (2011) stated that job satisfaction is an employee's perception of his job. The findings in this study support the findings of previous studies such as those conducted by Nulipata, *et al.* (2019) found that restructuring or bureaucratic changes have a significant effect on job satisfaction.

### **The Effect of Work System Adjustment on Job Satisfaction**

Based on the results of hypothesis testing, it shows that there is a positive and significant influence between the Work System on Job Satisfaction. The research findings show that the existing work system in the East Lombok Regency Government is quite good where the majority of the highest answers of respondents in the study gave answers that the work system that currently guides employee work is quite good, especially in terms of the ease of employees in building cooperation with colleagues in completing their tasks. In addition, with this work system, employees can complete their work tasks with a high degree of confidence.

Work systems in organisations include technical systems, strategic systems, social systems and administrative systems (Albrecht, 2015). The work system includes broad aspects, so that in the organisation will determine the results, where one form of the results is job satisfaction (Gibson, et al., 2011). Wexley & Yukl (2010) interpret job satisfaction as "the difference between how much there should be and how much there is". The findings of this study support the findings of previous research such as that conducted by Alter (2013) which states that the better the quality of the work system owned by the organisation will increase employee job satisfaction.

### **The Effect of Bureaucratic Change on Organisational Commitment**

Based on the results of hypothesis testing, it shows that there is a positive and significant influence between bureaucratic changes on organisational commitment. The research findings show that the bureaucratic change policy carried out by the East Lombok Regency government, especially in the context of providing the division of roles and responsibilities of functional officials within the East Lombok Regency government, has had a positive impact, especially in terms of transparency related to activities that will be carried out by employees. In addition, bureaucratic changes also provide clarity regarding *rewards* to employees who have high productivity and performance. This creates a strong attachment between employees and their institutions. This in turn creates organisational commitment from employees.

Dyne *et al.* (1994) identified factors that influence employee organisational commitment in the form of personal, situational and position factors in the organisation. One of the personal factors includes job involvement and position in the organisation in the form of job level. Job involvement and job level

will change with bureaucratic changes, thus affecting organisational commitment. Organisational commitment is related to attitudes that reflect the extent to which an individual understands and feels bound to his or her organisation. Organisational commitment will be related to the intensity of individual loyalty in the organisation, and can even provide much broader information depending on the perspective on organisational commitment. The findings of this study support the findings of previous studies such as those conducted by Putra, *et al.*, (2022) that bureaucratic changes have a positive influence on job satisfaction.

## **The Effect of Work System on Employee Organisational Commitment**

Based on the results of hypothesis testing, there is a positive and significant influence between the work system on organisational commitment. The research findings show that, the work system adopted by the East Lombok Regency Government is quite good where employees feel they have the capacity that suits their work. In addition, with a more flexible work system, employees can collaborate with other colleagues to complete their tasks. Furthermore, the existing work system provides a series of conveniences due to the adoption of information technology as a medium that can facilitate the completion of tasks and responsibilities of employees to the agency.

Work system as a unit that exists in the organisation to be applied to the work of human, information, physical and other resources to produce goods and services. The work system not only includes the process of producing products, but is more complex including the system of obtaining incoming resources, production processes, distributing products to consumers, obtaining consumers, managing financial reports, coordinating employees between departments and other functions leading to organisational commitment (Alter, 2013). Organisational commitment is related to attitudes that reflect the extent to which an individual understands and feels attached to his or her organisation.

The findings of this study are in line with the findings of previous studies such as those conducted by Widari & Sutrisno, (2017) which state that the existence of a clear, directed work system, and in accordance with the needs of the organisation and the pasitas resources will encourage organisational commitment from employees.

## **The Effect of Employee Organisational Commitment on Job Satisfaction**

Based on the results of hypothesis testing, there is a positive and significant influence between organisational commitment on job satisfaction. The research findings show that the highest answer of respondents stated that they felt lucky to be in the organisation and considered themselves to have an urgent role for their organisation. The findings of this study illustrate that employees, especially with functional positions in the East Lombok Regency Government, are committed to the organisation or agency where they currently work. With this high level of commitment to the organisation, it will have an implication on their job satisfaction.

Organisational commitment is related to attitudes that reflect the extent to which an individual understands and feels bound to his or her organisation and leads to the satisfaction of each employee. Wexley & Yukl (2010: 130) interpret job satisfaction as "the difference between how much there should be and how much there is". The results of these findings support the findings of previous research conducted by Hutagalung & Ritonga, (2018) which states that high organisational commitment from employees to their organisation will create job satisfaction.

## **The Effect of Bureaucratic Change on Job Satisfaction through Organisational Commitment**

Based on the results of the hypothesis test, it shows that there is a positive and significant influence between Bureaucratic Change on Job Satisfaction through Organisational Commitment. This means that organisational commitment is able to mediate the influence between bureaucratic changes on

job satisfaction in the East Lombok Regency Government. The research findings show that organisational commitment is able to mediate the relationship between bureaucratic changes and job satisfaction. This is reinforced by research findings where bureaucratic changes made by the East Lombok Regency Government have created more effective and efficient working conditions with clarity of division of labour, a *reward* system and no overlapping positions. Furthermore, conditions create organisational commitment from employees to give their dedication and show loyalty to the organisation which ultimately creates their job satisfaction.

The findings of this study support the findings of previous research conducted by Pratama *et al.*, (2022) which states that, bureaucratic changes made by an organisation will be realised if the individuals in it have a strong commitment to the organisation. This is because the changes that occur require adjustments from individuals. If adjustments can be made, eating with a new bureaucratic model will provide satisfaction for members of the organisation, one of which is job satisfaction.

### **The Effect of Work System Adjustment on Job Satisfaction through Organisational Commitment**

Based on the results of hypothesis testing, it shows that there is a positive and significant influence between the Work System on Job Satisfaction through Organisational Commitment. This means that organisational commitment is able to mediate the effect between bureaucratic changes on job satisfaction in the East Lombok Regency Government. The research findings show that organisational commitment is able to mediate the relationship between work systems and job satisfaction. This is strengthened by research findings that show the alignment of the organisation in this case the Central Lombok Regency Government by creating a work system that is in accordance with the capacity and competence of its employees. Where employees feel that the current work system has provided flexibility, especially in completing tasks by collaborating with colleagues. In addition, the adopted work system has created a clear division of labour, and there are no overlapping positions. This condition creates a positive response from employees by showing their commitment to the organisation which in turn increases their job satisfaction.

The findings of this study are in line with the results of research conducted by *Othman et al.*, (2017) which states that, with high organisational commitment owned by individuals to their organisation will mediate the relationship between work systems and job satisfaction. High commitment to the organisation will create a perception from its members that everything done by the organisation is in the common interest, including those related to the work system. Furthermore, the findings also support the findings of previous research conducted by Hutagalung & Ritonga, (2018) because work improvements are certain to affect employee organisational commitment, then have an impact on increasing job satisfaction.

### **Conclusion and Suggestions**

Based on the results of the research and discussion above, it can be concluded that the conclusions in this study are as follows: Bureaucratic changes have a positive effect on job satisfaction of functional officials in the East Lombok Regency government and are proven to have a significant effect. This means that there is a real direct effect of bureaucratic changes on job satisfaction. Work system adjustment has a positive effect and is real or significant from work system adjustment to job satisfaction. The results of this test indicate that empirically there is a direct effect of work system adjustment on job satisfaction of functional officials. There is a positive and significant effect of bureaucratic changes on the organisational commitment of functional officials in the East Lombok Regency government. The bureaucratic change policy in the East Lombok Regency government has a real effect on the organisational commitment of functional officials. Work system adjustment has a direct positive and significant effect on organisational commitment. Improvements in work system adjustments will have a



real impact on increasing the organisational commitment of functional officials in the East Lombok Regency government. Organisational commitment has a direct effect on job satisfaction (in the sense of job satisfaction effects in the form of productivity, attendance and helping colleagues), with a positive influence. An increase in organisational commitment will have an effect on increasing job satisfaction of functional officials in the East Lombok Regency government. The pattern of indirect association of bureaucratic change on job satisfaction through organisational commitment is realised, with positive and significant influence criteria. Job satisfaction can be realised through bureaucratic management, because it will strengthen the organisational commitment of functional officials in the East Lombok Regency government. Indirect association patterns also occur with the direction of a positive and significant effect of work system adjustment on job satisfaction through organisational commitment. The formation of job satisfaction of functional officials in the East Lombok Regency government can be done through the management of work systems that lead to the optimisation of resource use and the realisation of IT-based work efficiency and effectiveness. Changes in these aspects will strengthen organisational commitment and subsequently job satisfaction.

Suggestions in this study are given by focusing on the association model found, namely the direct and indirect associations of bureaucratic changes and work system adjustments to job satisfaction through organisational commitment of functional officials in the East Lombok Regency government, as follows: Bureaucratic changes, although in this case as a policy of the central government, in its implementation must be adjusted to the internal conditions of the organisation. The work pattern that is built must be based on suitability to the organisation, employee conditions and other aspects. Adjustments to the work system must also be carried out in accordance with the conditions of the organisation and the conditions of the affected personnel, even by taking into account the conditions of stakeholders. The East Lombok Regency Government should focus on the positive impact of bureaucratic changes and work system adjustments on the existence of organisational commitment and subsequently on job satisfaction, not limited to reporting that it has implemented the mandate of the relevant ministries.

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