

The Effect of Job Characteristics and Work Motivation on Organisational commitment with Job satisfaction as an Intervening Variable on Assistants Ombudsman of the Republic of Indonesia

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ABSTRACT: This study aims to analyse the effect of job characteristics and work motivation on organisational commitment with job satisfaction as an *intervening variable* in the assistant Ombudsman of the Republic of Indonesia. With a quantitative research approach, the research sample respondents were 100 assistants of the Ombudsman of the Republic of Indonesia. The data analysis technique used in this research is *Structural Equation Modelling Partial Least Square* (SEM-PLS) with the help of the SmartPLS 4.0 program. The results of this study indicate that job characteristics have a positive and significant effect on organisational commitment, work motivation has an effect but is not significant on organisational commitment, job characteristics have a significant positive effect on job satisfaction, work motivation has a significant positive effect on job satisfaction, job satisfaction has a significant positive effect on organisational commitment, job characteristics have a significant positive effect on organisational commitment through job satisfaction, and work motivation has an effect but is not significant on organisational commitment through job satisfaction in the assistant Ombudsman of the Republic of Indonesia. The research recommends improving the suitability of job characteristics and fair work motivation for assistants, so as to increase job satisfaction and organizational commitment of assistants to the Ombudsman of the Republic of Indonesia.

KEYWORDS : Job Characteristics; Work Motivation; Job Satisfaction; Organisational Commitment

I. INTRODUCTION

The sustainability of a company is highly dependent on the role of the workforce, from the leaders to the basic workers. This does not mean that the company exploits its workers, but it is the workers who are the main spear of a company to survive and grow rapidly. Labour or often called employees or employees have a function to maintain company productivity, establish good relations with internal and external parties and maintain the company's good name by creating quality products and always innovating. To get employees or employees who help the company achieve its goals, an organisational commitment is needed (Mulyono and Bidayati, 2018).

Meyer and Allen (1997) state that employees who have organisational commitment will work with dedication because committed employees consider that the important thing to achieve is the achievement of tasks in the organisation. Employees who have organisational commitment also have a positive outlook and will do their best for the benefit of the organisation. This makes employees have the desire to provide more energy and responsibility that support the well-being and success of the organisation they work for.

In the context of organisational commitment research on company employees, many factors are the main focus. Some factors that are consistently recognised as having a significant impact on organisational commitment include job characteristics, work motivation and job satisfaction. There have been many studies related to these variables, such as those conducted by Ekayanti et al. (2019), Belo et al. (2014), Wibowo (2016) and Wardhani et al. (2015) which examines the relationship between the variables of job characteristics, work motivation, job satisfaction and organisational commitment, but research that specifically focuses on the context of human resources in several state institutions is still very limited.

This research was conducted in one of the State institutions, namely, the Ombudsman of the Republic of Indonesia. As a state institution, currently the Ombudsman of the Republic of Indonesia is facing the dynamics of the low commitment of ombudsman assistants who always appear on the surface. This can be seen from the high *turnover* rate of assistants at the Ombudsman of the Republic of Indonesia which occurs every year.

The phenomenon related to the low work motivation and job satisfaction of Ombudsman assistants is seen from the fact that there are still assistants who are lazy to work according to the targets and quality of reports that have been determined. This occurs as a result of the mismatch between expectations and reality. The decline in work motivation and job satisfaction is shown by the negative attitudes shown at work, such as indiscipline and irresponsibility for the work that has been assigned. This has an impact on the number of public reports that experience *backlogs* or remaining reports which ultimately reduce the level of public trust in the process of resolving reports at the Ombudsman of the Republic of Indonesia.

Dynamics related to the work characteristics of assistants are also often a problem... The Ombudsman, in accordance with Law No. 37/2008, has the authority to fulfil a wide range of tasks in resolving public reports related to public service cases in various sectors. However, this broad authority is not supported by clarity of employment status and also the job functions of assistants to this day. As a result, there is a lot of overlap between assistants, lack of responsibility, low feedback from superiors, and a lack of feeling of meaning in the work assigned.

Based on the findings of previous research, there are mixed and inconsistent results on the influence of job characteristics, Work Motivation and Job Satisfaction on Organisational Commitment. Researchers are interested in conducting this research, especially because there has been no research that examines these four variables specifically in the Ombudsman of the Republic of Indonesia. The novelty in this research is that first, it is carried out in an Independent state institution which has rarely been used as an object of research in the scope of Human Resources and second, this study tries to connect and test the effect of job characteristics and work motivation on organisational commitment through the mediating variable, namely job satisfaction.

II. LITERATURE REVIEW

Effect of Job Characteristics on Organizational Commitment

Ekayanti et al., (2019) stated that organisational commitment is influenced by job characteristics through the existence of challenge factors, job environment, role conflict and vagueness role. The existence of job challenges will increase employee commitment. Meanwhile, if the job does not have clarity in the existence of job roles, it can reduce commitment to the organisation.

In line with research conducted by Sari et al (2023), Sugeng and Uswatun (2023), Latifah et al. (2022), Dewi et al. (2019), Alhafiz (2018), Martono et al. (2017) state that job characteristics have a significant positive effect on organisational commitment.

H1: Job characteristics have a positive and significant effect on organisational commitment.

The Effect of Work Motivation on Organisational Commitment

Work motivation is a desire or willingness within a person or employee that causes the employee to take an action to work or do something (Marliani, 2015). According to Sari (2018) Work Motivation contributes to influencing organisational commitment. Employees who work happily, enthusiastically and without coercion in engagement will have good work results and will even lead to employee organisational commitment.

In short, it can be interpreted that there is a positive relationship between work motivation and organisational commitment. The higher the work motivation of an employee, the higher the organisational commitment of the employee, and vice versa, if the work motivation of the employee is low, the organisational commitment will decrease. With a high organisational commitment in employees, it can produce good work for the company.

This is in line with research conducted by Nordat et al. (2019), Mubaroqah& Yusuf (2020), Suputra (2018), Sanosra (2018), and Purnomo et al. (2018) state that Motivation has a significant positive effect on organisational commitment.

H2: Work Motivation has a Positive and Significant Effect on Organisational Commitment

Effect of Job Characteristics on Job Satisfaction

According to (Porter, 2015) job characteristics are defined as the nature of tasks which include the amount of responsibility and the types of tasks carried out by employees. Ghosh et al., (2015), in their research stated that job characteristics and job satisfaction have a positive relationship, where when employees experience job satisfaction, it can reduce the turnover rate in the company.

This is in line with research conducted by Saputra (2021), Ijriani et al. (2019) and Arizka (2020) state that characteristics have a significant positive effect on job satisfaction.

H3: Job Characteristics have a Positive and Significant effect on job satisfaction

The Effect of Job Motivation on Job Satisfaction

The realisation of one's performance requires enthusiasm or encouragement and desire or with a sense of love for work so that it is motivated to achieve maximum work. Good work has goals to be achieved in accordance with the plans that have been made and carried out. Job satisfaction is a sense of love that is shown

when working with discipline when working to do what has been ordered and happy in the workplace work. The more someone is motivated at work, the more satisfied they will feel in doing their job (Surayanti et al, 2022).

Manalo et al., (2020). Stating that work motivation is an important thing for an employee to have, because with high work motivation an employee will also have satisfaction with his job and have a commitment to the organisation where he works. This is in line with the results of research by Mubaroqah & Yusuf (2020) and Rahayu (2020) who found that work motivation has a significant effect on job satisfaction.

H4: Work motivation has a positive and significant effect on job satisfaction

Effect of Job Satisfaction on Organisational Commitment

Organisational commitment is influenced by the extent to which work and organisations can provide satisfaction to employees. Therefore, every organisational manager is required to focus on the importance of understanding and fulfilling employee job satisfaction (Robbins & Judge, 2012).

Someone who has a high commitment will have identification with the organisation, be seriously involved in staffing and there is loyalty and positive affective towards the organisation, in addition to the behaviour of trying towards the organisation's goals and the desire to stay with the organisation for a long time. This has been proven by Elangovan (2001) in his research who found a strong relationship between job satisfaction and organisational commitment has a positive relationship.

In line with research conducted by Wulandari (2020), Fitriyanto (2021), states that job satisfaction has a significant positive effect on organisational commitment H5: Job satisfaction has a positive and significant effect on organisational commitment

The Effect of Job Characteristics on Organisational Commitment through Job Satisfaction

Robbins & Judge (2008) state that job satisfaction is a positive feeling about one's job that is the result of an evaluation of its characteristics. Workers with high levels of dissatisfaction are more likely to sabotage or cheat and passive aggression, or conversely will show withdrawal from contact with their social environment.

The results of the mediation test in Yulianti & Soliha (2019) and Arini & Soliha (2017) research show that job characteristics affect organisational commitment through job satisfaction as mediation. In his research, it is explained that appropriate job characteristics will make employees feel satisfied at work. Satisfaction with work will make employees more committed to working better at the Regional Office of the Directorate General of Taxes (DGT) Central Java I.

H5: Job characteristics have a positive and significant effect on Organisational Commitment with Job Satisfaction as an intervening variable.

The Effect of Work Motivation on Organisational Commitment Through Job Satisfaction

Motivation and job satisfaction are the main factors that are important for retaining employees (Bonenberger, Aikins, Akweongo, & Wyss, 2014). The results of research conducted by Manalo et al. (2020) found that job satisfaction mediates the effect of work motivation on organisational commitment, the results of this study concluded that the higher the work motivation possessed by an employee in an organisation, the job satisfaction possessed by the employee will also increase which will indirectly increase the employee's commitment to the organisation.

The results of the research mediation test Setiawan et al. (2022) and Arini & Soliha (2017) show that motivation affects organisational commitment through job satisfaction as mediation. This can be interpreted that an increase in motivation will make employees feel satisfied at work. A sense of satisfaction with work will make employees more committed to continuing to work better and more consistently at the Regional Office of the Directorate General of Taxes (DGT) Central Java I.

H5: Work Motivation has a positive and significant effect on Organisational Commitment with Job Satisfaction as an intervening variable.

III.METHOD

The type of research used in this study is associative research with a quantitative approach. The population in this study was 501 assistants. The research used the Slovin formula so that the sample obtained in this study was 100 people from all assistants of the Ombudsman of the Republic of Indonesia.

This study uses structural equation model analysis (SEM analysis) with the SmartPLS application. The PLS evaluation model is based on non-parametric predictive measures. Measurement model testing or outer model is used to validate the research model, namely by testing construct validity (convergent and discriminant validity), and testing internal consistency (construct reliability). While the structural model or inner model is done by predicting the causal relationship between variables. Structural model testing is seen through the bootstrapping process, as well as T-Statistics testing parameters. The structural model (inner model) is evaluated by looking at the percentage of variance explained by the latent construct R2 value and

also by looking at the structural path coefficient.

IV. RESULTS

Evaluation of the Measurement Model (Outer Model)

Outer model is used to test the validity and reliability of a construct. The outer model with reflective indicators is assessed by convergent and discriminant validity of the latent construct formation of indicators and composite reliability and Cronbach alpha for indicator blocks. The tests carried out on the outer model are validity tests (Convergent and Discriminant Validity) and reliability tests (Composite reliability).

The results of the convergent validity test show that there are 5 question items that do not meet the minimum requirements to be considered valid so they have to be dropped for further analysis. The 5 question items consist of 2 question items from the Job Satisfaction construct, 2 question items from the Organisational Commitment construct and 1 question item from the Work Motivation construct. While all other question items have a loading factor value > 0.50 . When viewed from the AVE (*average variance Extraction*) value, all constructs meet the validity requirements.

Table 1. Average Variance Extracted (AVE)

Latent Variable	Criteria	AVE value	Description
Job Characteristics	$>0,05$	0,527	Meets <i>convergent validity</i>
Work Motivation	$>0,05$	0,683	Meets <i>convergent validity</i>
Job Satisfaction	$>0,05$	0,544	Meets <i>convergent validity</i>
Organisational Commitment	$>0,05$	0,579	Meets <i>convergent validity</i>

Based on Table 1, that the AVE (*Average Variance Extracted*) value is > 0.5 . So it can be said that all indicators are declared valid. Discriminant validity of the measurement model with reflexive indicators is assessed based on cross loading measurements with constructs. According to Ghazali and Latan (2015), the discriminant validity method is to test discriminant validity with reflexive indicators, namely by looking at the cross loading value for each variable must be > 0.5 . Another method that can be used is to compare the square root value of the average variance extracted (AVE) of each construct with the correlation between other constructs in the model, then it is said to have a good discriminant validity value (Fornel and Larcker 1981 in Ghazali and Latan (2015).

Table 2. Discriminant Validity Value *fornell-larcker criterion*

	Job Satisfaction	Organisational Commitment	Job Characteristics	Work Motivation
Job Satisfaction	0,726			
Organisational Commitment	0,611	0,826		
Job Characteristics	0,684	0,631	0,737	
Work Motivation	0,689	0,603	0,731	0,761

The results of the AVE square value of the construct are greater than the correlation value between other constructs as seen from the value on the left and below the construct value. This is in accordance with the criteria by Fornel & Lacker (1981) where *discriminant validity* is measured by a value that must be greater than the correlation value between latent constructs, so these results are valid and further analysis can be carried out.

The next analysis after the validity test is the reliability test. The instrument reliability test is carried out to determine the consistency of the regularity of the measurement results of an instrument even though it is carried out at different times, locations, and populations. Construct reliability is measured by two different criteria, namely composite reliability and Cronbach's Alpha (internal consistency reliability). A construct is declared reliable if the value of composite reliability is more than 0.7 and the Cronbach's Alpha value is more than 0.6.

Table 3. Reliable test results of research instruments

Latent Variable	Cronbach's Alpha	Composite Reliability	Description
Characteristics Jobs	0,921	0,922	Reliable
Work Motivation	0,917	0,926	Reliable
Job Satisfaction	0,937	0,942	Reliable
Organisational Commitment	0,889	0,907	Reliable

Based on Table 3. above, the results of measuring Composite Reliability and Cronbach's Alpha show that all variables for Composite Reliability have values above 0.70 and all variables for Cronbach's Alpha have values above 0.60. Thus, these results can be declared valid and have a fairly high reliability.

Structural Model Test or Inner Model

The structural model or inner model shows the relationship or estimation strength between latent variables or constructs based on substantive theory consisting of R-Square, F-Square, and Path Coefisien.

Based on the analysis output with the bootstrapping method, the R-Square value for the Organisational Commitment variable is 0.123. In conclusion, the R-Square value for the Resistance to Change variable of 12.3% can be explained by the variables Age, Perceived Organisational Support, Communication and is included in the weak category.

Table 4. R Square Calculation Results

Variables	R Square	R Square Adjusted
Organisational Commitment	0,474	0,458

Based on Table 4. above Results, the *output R-Square* value is 0.474. These results indicate that the construct variables of job characteristics, work motivation, and job satisfaction can explain the variability of the Organisational Commitment construct by 47.4%, while the remaining 52.6% is influenced by other factors that are not included in this research variable. Then based on the classification of R2 values according to Hair et al., (2017). namely R2 is grouped into weak (0.25), medium (0.5), and strong (0.7), it can be concluded that this study is weak because the value is below 0.5.

Table 5. Results of Path Coefficients Hypothesis

Relationship Effect	Original sample (O)	T statistics (O/STDEV)	P values	Keterangan
Job Characteristics -> Commitment Organisation	0,305	2,548	0,011	Significant
Work Motivation -> Organisational Commitment	0,197	1,457	0,145	No Significant
Job characteristics -> Satisfaction Work	0,388	3,548	0,000	Significant
Work Motivation -> Job Satisfaction	0,405	3,080	0,002	Significant
Job satisfaction -> Organisational Commitment	0,267	2,351	0,019	Significant
Job characteristics -> Satisfaction Work -> Organisational Commitment	0,104	2,036	0,042	Significant
Job Motivation -> Job Satisfaction -> Organisational Commitment	0,108	1,709	0,088	No Significant

Based on the results of data analysis, there are 4 (four) direct effects between variables that have a significant effect, while 1 (one) effect is not significant. As for the indirect effect between variables, there is 1 (one) that has an indirect significant effect and 1 (one) that has no significant effect.

V.DISCUSSION

Effect of Job Characteristics on Organisational Commitment

Based on the results of the study, it is known that job characteristics have a positive and significant effect on organisational commitment, this is indicated by the t-count value being greater than the t-table ($2.548 > 1.96$) and the probability value being smaller than the significance level ($0.011 < 0.05$). So it can be said that the variable indicators of job characteristics significantly influence the organizational commitment variable

In the job characteristics variable, Autonomy is the highest value of the five indicators of job characteristics in the questionnaire results where assistants feel they get discretion and control in carrying out their duties and work according to the assistant's way. This can occur because superiors who give full authority in carrying out their work which can be based on policies and operational standards in the organisation. So that in the end it causes a sense of comfort and increased organisational commitment of the Ombudsman RI assistant.

Aminin&Rijanti (2022) in their research also confirmed that job characteristics affect organisational commitment because the company's success in determining a clear *job description* for employees and according to their abilities will have a good impact, so that employees have a high commitment to the company and make effective contributions. Organisational commitment is influenced by job characteristics which include aspects of challenge, job scope, role conflict, and role vagueness. A person's job commitment will increase as the challenges in their job increase. Conflict will also arise if there is no clarity of the worker's role, so that organisational commitment can decrease.

The results of this study are in line with research conducted by Sari et al. (2023), Sugeng and Uswatun (2023), Latifah et al. (2022), Dewi et al. (2019), Alhafiz (2018), Martono et al. (2017) state that job characteristics have a significant positive effect on organisational commitment.

The Effect of Work Motivation on Organisational Commitment

Based on the results of the study, it is known that work motivation does not have a significant effect on organisational commitment, this is indicated by the t-count value being smaller than the t-table ($1.457 < 1.96$) and the probability value being greater than the significance level ($0.145 > 0.05$). So it can be said that the indicators of the work motivation variable do not significantly affect the organisational commitment variable.

The results of this study indicate that the work motivation of the Ombudsman RI assistant is not something that can determine the assistant's commitment to the organisation, which shows that the higher the work motivation of the Ombudsman RI assistant, will not have an impact on the commitment of the assistant to the organisation. Although in theory, strong motivation can help create long-term commitment to the organisation. Employees who feel motivated are more likely to maintain their engagement with the organisation over the long term. However, providing work motivation can be difficult because what is considered important to one person is not necessarily important to another. So this is what causes motivation to

have less significant impact on employee commitment in the organisation (Syanti&Mayangsari, 2019).

When viewed from the age characteristics of respondents, it shows that the majority of respondents come from Generation Y or millennials (aged 30-40 years), which is 74% of the total respondents. Generation Y are people born after 1980. This generation is also commonly referred to as the internet (or dot.com) generation, echo boomers, millennials and nexters (Broadbridge et al., 2007).

In terms of employment, Generation Y will change jobs up to twenty times in their lifetime on average, compared to traditionalists who work for the same employer until they retire. Generation Y is not loyal to companies, instead they are loyal to their friends. If they feel that their boss or co-workers are like their friends, then they will stay with the company. If they don't like their boss, they will quit without even thinking about it (Cran, 2014).

The results of this study are in line with research conducted by Shanty &Mayangsari (2019) and Sari (2018) which states that work motivation work motivation has an effect but is not significant on organisational commitment

Effect of Job Characteristics on Job Satisfaction

Based on the results of the study, it is known that job characteristics have a positive and significant effect on job satisfaction, this is indicated by the t-count value being greater than the t-table ($3.548 > 1.96$) and the probability value being smaller than the significance level ($0.000 < 0.05$). So it can be said that the job characteristics variable indicators influence the job satisfaction variable significantly.

Based on these results, it can be concluded that appropriate job characteristics at the Ombudsman RI will cause an increase in assistant job satisfaction by 38.8%. In other words, when the existing job characteristics at the Ombudsman RI consisting of skill diversity, task identity, task meaning, autonomy and feedback from work are more appropriate and improved, assistant job satisfaction will also increase. The results of this study also support the results of research from Karlita et al., (2020) and (Narottama & Surya, 2015) which state that job characteristics have a significant effect on job satisfaction. This means that if the job characteristics are appropriate, it can be predicted that job satisfaction will also increase and vice versa, the incompatibility of job characteristics will reduce job satisfaction. (Mujiatun, Jufrizen, &Ritonga, 2019). Ghosh et al., (2015), in their research also stated that job characteristics and job satisfaction have a positive relationship, where when employees experience job satisfaction, it can reduce the turnover rate in the company.

This is in line with research conducted by Saputra (2021), Ijriani et al. (2019) and Arizka (2020) which state that characteristics have a significant positive effect on job satisfaction.

The effect of work motivation on job satisfaction

Based on the results of the study, it is known that work motivation has a positive and positive effect. significant to job satisfaction, This is indicated by the t-count value being greater than the t-table ($3.080 > 1.96$) and the probability value being smaller than the significance level ($0.002 < 0.05$). So it can be said that the work motivation variable indicators influence the job satisfaction variable significantly.

The results of this study indicate that the work motivation of the Ombudsman RI assistant is something that can determine the assistant's job satisfaction, which shows that the higher the work motivation of the Ombudsman RI assistant, the more job satisfaction the assistant will have.

Herzberg (in Robbins, 2008) states that motivation is one factor that causes job satisfaction. Therefore, companies have an important task to continue to motivate employees by paying good attention to the interests of employees in order to maintain organisational stability so that employee job satisfaction is better and things that can make employees dissatisfied with their jobs can be minimised. By encouraging employees to carry out their duties properly, the company's goals are achieved so that it will satisfy the employees.

The realisation of one's performance requires enthusiasm or encouragement as well as desire or with a sense of love for work so that it is motivated to achieve maximum work. Good work has goals to be achieved in accordance with the plans that have been made and carried out. Job satisfaction is a sense of love that is shown when working with discipline when working to do what has been ordered and happy at work. The more someone is motivated at work, the more satisfied they will feel in doing their job (Surayanti et al, 2022).

Manalo et al., (2020). Stating that work motivation is an important thing for an employee to have, because with high work motivation an employee will also have satisfaction with his job.

The results of this study are also in accordance with the results of research conducted by Mubaroqah& Yusuf (2020) which also found that work motivation has a positive and significant effect on job satisfaction. Thus, it is hoped that the Ombudsman RI will always increase the work motivation of its assistants so that the job satisfaction of assistants in the Ombudsman can also increase, which in turn will also have a positive

impact on the performance of the Organisation.

Effect of job satisfaction on organisational commitment

Based on the results of the study, it is known that job satisfaction has a positive and significant effect on organisational commitment, This is indicated by the t-count value being greater than the t-table ($2,351 > 1.96$) and the probability value being smaller than the significance level ($0,019 < 0.05$). so it can be said that the job satisfaction variable indicators influence the organisational commitment variable significantly.

Based on the results of this study, it explains that the job satisfaction felt by the assistant Ombudsman RI has a significant influence to encourage them to commit to the organisation. This is in line with Kreitner and Kinicki (2003) stating that there is a strong and significant relationship between job satisfaction and organisational commitment. Commitment is a condition where members of the organisation give their ability and loyalty to the organisation in achieving its goals in return for the satisfaction they get. Satisfied employees are more committed and loyal because psychologically they feel more cared for by the company. This means that if a company wants To increase employee organisational commitment, it is necessary to increase the job satisfaction of these employees.

The results of this study are in accordance with the research of Putra et al. (2022), Fitriyanto&Devi (2021) and Nahita &seragih (2021 who found job satisfaction has a significant effect on organisational commitment

The effect of job satisfaction variables mediating job characteristics

Based on the results of the study, it is known that job characteristics have a positive and significant indirect effect on organisational commitment through job satisfaction, This is indicated by the t-count value being greater than the t-table ($2,036 > 1.96$) and the probability value being smaller than the significance level ($0,042 < 0.05$). These results indicate that the job characteristic variable indicators influence the organizational commitment variable when mediated by job satisfaction.

This can be interpreted that the existence of appropriate job characteristics will make assistants feel satisfied at work. Satisfaction with work will make assistants more committed to working better at the Ombudsman RI. The research results obtained show that in terms of job characteristics, assistants need to get more freedom such as giving autonomy in terms of work, besides that providing a variety of different tasks so as not to be monotonous and as a form of stimulation at work so as to maintain enthusiasm at work, besides providing continuous job training in order to increase skills at work. These factors will increase the satisfaction of assistants with the work they carry out in the Ombudsman RI Environment. This sense of satisfaction will make assistants more committed to working better in the Ombudsman RI Environment.

The results of this study are in line with the results of research conducted by Yuliati& Soliha (2019) and Arini & Soliha (2017) which show that job characteristics affect organisational commitment through job satisfaction as a mediating variable.

The effect of job satisfaction mediates work motivation on organisational commitment

Based on the results of the study, it is known that work motivation does not have a significant indirect effect on organisational commitment through job satisfaction, this is indicated by the t-count value being smaller than the t-table ($1,709 < 1.96$) and the probability value being greater than the significance level ($0,088 > 0.05$). so it is concluded that the work motivation variable has an effect on organizational commitment when mediated by job satisfaction, but this effect is not significant.

This means that assistant job satisfaction has not been effective in providing an indirect impact on the effect of work motivation on organisational commitment. Although organisational commitment is influenced by job satisfaction factors, as it is said that companies that have more satisfied employees tend to be more effective when compared to organisations whose employees are less satisfied. It's just that in some factors, a person's sense of satisfaction does not necessarily impact a person to stay in the organisation, and the complexity of the cause can vary depending on the context and situation of the individual or organisation.

The results of this study strengthen the results of Raihan &Sumartik's research (2023) which states that work motivation has has an effect but is not significant on organisational commitment through job satisfaction

VI. CONCLUSION

Based on the results of the research and discussion described above, it can be concluded from this study that job characteristics have a positive and significant effect on organisational commitment, Work Motivation has an effect but is not significant on organizational commitment, job characteristics have a significant positive effect on job satisfaction, work motivation has a significant positive effect on job satisfaction, job satisfaction has a significant positive effect on organisational commitment, job characteristics have a significant positive effect on organisational commitment through job satisfaction, and work motivation has an effect but is not significant on organisational commitment through job satisfaction in the assistant

Ombudsman of the Republic of Indonesia.

VII. ACKNOWLEDGEMENTS

This research is supported by Mataram University, where the author pursued education. We express our gratitude to MukminSuryatni and Dwi Putra Buana Sakti., the thesis adviser, for providing moral support, valuable advice, and consistent supervision, which are essential to the realization of the study. We thank the American Journal of Humanities and Social Sciences Research (AJHSSR) for allowing the author to share insights with the community through its scholarly journal. Our appreciation also goes to all parties who guided and assisted in completing this research.

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