



The Influence of Empowerment, Work Ethic and Organizational Communication on Employee Organizational Commitment at the Finance Agency Office of North Minahasa Regency

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Abstract: *The purpose of this study was to determine how much influence Empowerment, work ethic and Organizational Communication have on Employee Organizational Commitment at the Finance Agency Office of North Minahasa Regency. The method used in this study is a descriptive method using a quantitative approach. The sample used in this study were employees at the Office of the Finance Agency of North Minahasa Regency, amounting to 65 people. Data collection techniques in this study used observations, interviews, and questionnaires. The data analysis technique used is Multiple Linear Analysis Technique, Classical Assumption Test (Normality Test, Multicollinearity Classical Assumption Test, Classical Heteroscedasticity Assumption Test), and Hypothesis Testing. The result of data analysis shows that empowerment has a direct positive effect on organizational commitment. Work ethic has a direct positive effect on organizational commitment. Organizational Communication has a direct positive effect on organizational commitment. Empowerment, work ethic and organizational communication together have a positive effect on employee organizational commitment at the North Minahasa Regency Finance Agency Office.*

Key words: *Empowerment, Work Ethic, Organizational Communication, Organizational Commitment.*

INTRODUCTION

Human resources have an important role either individually or in groups, and human resources are one of the main drivers for the smooth running of organizational activities, even the progress of an organization or agency is determined by the existence of its human resources. For this reason, every organization needs to pay attention to and regulate its employees in an effort to improve the quality of its human resources. Efforts to improve and develop the quality of human resources have become the main requirements for the Indonesian people in the global arena in the third millennium. In facing challenges, employees are one of the important resources in the implementation of agency goals which are required to always be open, honest, transparent and able to maintain accountability in the work process, both internally and externally. For this reason, quality and reliable human resources are very important for the development and development of institutions, it can even be said that the future lies in the awareness of qualified and reliable employees who are not only responsible for the smooth running of administrative technical



business, but also must be able to maintain all good activities. groups and individuals, work situations and conditions. Employees are the most important element in determining the smooth and successful process of administrative and management activities in carrying out their duties and functions. Whether this agency is good or not in achieving its goals depends on the commitment of employees in carrying out their duties and obligations. Commitment is an employee's psychological bond in the organization which is characterized by the presence of: strong belief and acceptance of the goals and values of the organization; have the will to strive to achieve the interests of the organization; have a strong desire to maintain a position as an employee of the organization. Low commitment reflects a person's lack of responsibility in carrying out their duties. Mowday in Sopiah states that there are three aspects of commitment, including: 1) Affective commitment, related to the desire to be bound to the organization. Individuals stay in the organization of their own volition. 2) Continuance commitment, is a commitment based on rational needs. In other words, this commitment is formed on the basis of profit and loss, considering what must be sacrificed if you will stay in an organization. 3) Normative Commitment, is a commitment based on the norms that exist within employees, containing individual beliefs about responsibility for the organization. He felt he had to survive because of loyalty. In this concept, superiors/leaders are faced with a commitment to entrust their duties and responsibilities to employees. On the other hand, employees need to have a commitment to improve self-competence. Questioning commitment is the same as questioning responsibility, thus, a measure of an employee's commitment in this case is related to the delegation of authority. According to Herrenkohl (1999) empowerment is one way of developing employees through employee involvement, namely by giving authority, sufficient responsibility to complete tasks and make decisions. Employee empowerment needs serious attention because empowerment reflects employee confidence in their own abilities. The empowerment process will not run well without being supported by the personality of the employee. Leaders / superiors need to create a sense of trust in employees by respecting the abilities of employees so that commitment to the organization is higher. Employee confidence can be generated through, among others: (1) delegating important tasks to employees; (2) explore suggestions and ideas from employees; (3) expand tasks and build inter-departmental networks; (4) provide task instructions for good job completion. Thus empowerment is a series of processes that are carried out in stages within the organization so that it can be achieved optimally and build awareness from employees of the importance of the empowerment process so that there is a need for commitment from members to the organization, by granting authority and responsibility will lead to a work ethic and commitment to the organization. According to Colquitt (2011), the determinants of employee organizational commitment include work ethic. According to Sinamo, every human being has a spirit of success, namely pure motivation to achieve and enjoy success. This spirit is transformed into distinctive behaviors such as hard work, discipline, thorough, diligent, integrity, rational, responsible and so on through belief, commitment, and appreciation of certain work paradigms. However, for a long time, Indonesia has always struggled with corruption, rubber hours, work origins, chaos and other negative predicates. In contrast to the conditions in Japan, which makes work a very noble thing, and the quality of work is important values based on religious spirituality. Hidayat (2013) by adding organizational communication factors. Organizational communication plays an important role to support the operational effectiveness of the organization. An important aspect of organizational communication is the potential of communication itself as a tool that management can design for the achievement of organizational goals. The importance of communication can also be seen from the benefits for the organization including the function of controlling (control and supervision), motivating, emotional disclosure, and providing information for decision making (Robbins, 2009:312). Communication that occurs within the group is a fundamental mechanism in showing their disappointment or satisfaction. Communication expresses emotional expression of feelings and the fulfillment of social needs.



The last function performed by communication relates to its role in facilitating decision making. Mainstream studies of communication in organizations are mainly associated with the impact on outcomes for individual organizations. Empirical studies found that communication effectiveness is an antecedent of employee commitment to the organization, absenteeism, and turnover, and work productivity as well as reducing ambiguity (ambiguity) of information for subordinates (Gray and Laidlaw, 2004). The current problem with employees at the Finance Agency office of North Minahasa Regency is getting a lot of criticism and causing disappointment, because the work efforts of employees as reliable human resources can't be said to be successful, this is because there are many moral problems experienced by employees, namely: integrity, consistency, and competence has not been maximized; the work environment is not supportive, the use of working time is not effective, and the control system is still weak. The relationship with these problems is considered very serious where employees do not enter the office or enter not on time, lack discipline in handling work, and the employee placement system is not in accordance with educational background, so that they blame each other and there are many other problems related to the rules that have been set; empowerment to subordinates is still low, delegation of authority in carrying out tasks, authority in decision making is still low, self-development such as freedom to innovate, be creative in doing work, attend education and training, express desires, support facilities in work, and attention to success has not been maximally implemented .

The following is the number of absenteeism employees of the North Minahasa Finance Agency Office:

Table 1.1 Recapitulation of employee absenteeism for November 2021 – February 2022.

Month	Amount
November	23 employees
December	15 Employees
January	31 Employees
February	22 Employees

Source: Head of the personnel section of the North Minahasa Regency Financial Agency

From the data above, it shows that some employees do not come to the office every month which is taken from daily/weekly activities. This condition is a concern for researchers because there are still many employees who do not come to work full time and also without any information. This shows the lack of work ethic and communication from office employees, causing this to happen. Bad habits, such as only opening gadgets/mobile phones during working hours, going in and out of the office during working hours, increasing the prescribed rest hours, and adding the prescribed holidays, are included in the group of corruption obligations and some employees who are still waiting to be ordered to do a job without any initiative from yourself,

LITERATURE REVIEW

2.1. Human Resource Management

Human resource management has many meanings that have to do with the management of human resources or employees in the organizationcompany. According to Marwansyah (2010) Human Resource Management is the process of planning, organizing, implementing and controlling human resources in order to achieve goals effectively and efficiently. According to Hasibuan (2019) Human Resource Management is the science and art of regulating the relationship and role of the workforce to be effective and efficient in helping the realization of the goals of the company, employees/employees and society. According to Henry Simamora (2004:2) Human resource management is the utilization, development, appraisal, remuneration, and management of individual members of the organization or group of employees. According to Desseler (2015) Human resource management is a process of obtaining and providing compensation to employees.



As well as to manage working relationships, health and safety are also matters related to justice. According to Rivai and sagala (2010) Human resource management is one of the general management fields which includes aspects of planning, organizing, implementing and controlling. Human resource management is the process of utilizing employees or employees in an organization effectively and efficiently that is useful and helps the realization of a planned goal of the organization. The main ingredient in human resource management activities is the performance of employees or employees. Without employees, the organization will not run smoothly even though the most sophisticated tools, machines and so on, then all of it will not function optimally. According to Rivai and Sagala (2010) Human resource management is one of the general management fields which includes aspects of planning, organizing, implementing and controlling. Human resource management is the process of utilizing employees or employees in an organization effectively and efficiently that is useful and helps the realization of a planned goal of the organization. The main ingredient in human resource management activities is the performance of employees or employees. Without employees, the organization will not run smoothly even though the most sophisticated tools, machines and so on, then all of it will not function optimally. According to Rivai and Sagala (2010) Human resource management is one of the general management fields which includes aspects of planning, organizing, implementing and controlling. Human resource management is the process of utilizing employees or employees in an organization effectively and efficiently that is useful and helps the realization of a planned goal of the organization. The main ingredient in human resource management activities is the performance of employees or employees. Without employees, the organization will not run smoothly even though the most sophisticated tools, machines and so on, then all of it will not function optimally. Human resource management is the process of utilizing employees or employees in an organization effectively and efficiently that is useful and helps the realization of a planned goal of the organization. The main ingredient in human resource management activities is the performance of employees or employees. Without employees, the organization will not run smoothly even though the most sophisticated tools, machines and so on, then all of it will not function optimally. Human resource management is the process of utilizing employees or employees in an organization effectively and efficiently that is useful and helps the realization of a planned goal of the organization. The main ingredient in human resource management activities is the performance of employees or employees. Without employees, the organization will not run smoothly even though the most sophisticated tools, machines and so on, then all of it will not function optimally.

2.1.1. Organizational Commitment

Organizational commitment reflects how an individual identifies with the organization and is bound by its goals. Leaders in an organization are advised to increase empowerment and work ethic with the aim of getting a higher level of employee organizational commitment as their subordinates. Furthermore, higher commitment can facilitate the realization/achievement of organizational goals. Organizational commitment is the alignment of a person as a member of the organization to his organization by playing an active role in achieving goals, and his desire to remain a member of the organization, which appears in loyalty to the organization, compliance with organizational regulations, active participation in the organization, working hard for the benefit of the organization, and Avoid moving to another organization. Based on the study of theoretical concepts, it can be concluded that organizational commitment is a feeling of a person, in general employees (employees) who have the desire to keep working at the organization and try with various efforts not to move to work elsewhere. With the following indicators: 1) affective commitment, 2) normative commitment, 3) continuance commitment.



2.1.2. Empowerment

The word empowerment is defined as giving power (power) or power. Ruth Alsop et.al. stated that empowerment is the process of enhancing of individual's or group's capacity to make purposive choices and to transform those choices into desired actions and outcomes. Where empowerment is the process of increasing the ability of individuals or groups to make purposive choices and transform those choices into desired actions and outcomes.

- Carlzon and Macauley as quoted by Wasistiono (1998: 46) suggest that what is meant by empowerment is as follows:the following: "liberates a person from rigid control, and gives people the freedom to be responsible for their ideas, decisions and actions."
- According to Carver and Clatter Back (1995: 12) defines empowerment as an effort to give courage and opportunity to individuals to take individual responsibility to improve and contribute to organizational goals.
- Shardlow (1998: 32) says in essence: "empowerment discusses how individuals, groups or communities try to control their own lives and seek to shape the future according to their wishes"

According to Blanchard, Carlos and Randolph (2004), the benefits of empowering employees are that empowered employees will benefit themselves and the organization, because in an empowered organization employees can contribute their best ideas and initiatives to the work environment, with a feeling of pleasure. , a feeling of belonging, and a feeling of pride. Besides, they will act responsibly andwill prioritize their attention and provide the best service to the organization. Employee empowerment can encourage initiatives and responses, so that all problems encountered can be resolved quickly and flexibly. This shows that empowerment is an important element in the organization. quality. And from the description above, it can be synthesized that empowerment is the process of providing reinforcement and confidence in a person, by giving authority or autonomy in decision making as a consequence of responsibility and providing opportunities to innovate and be creative in self-development to carry out tasks effectively. With the indicators: 1) delegation of authority, with sub-indicators: participating in developing a common vision, authority in carrying out tasks, authority in decision making; 2) self-development, and sub-indicators: freedom to innovate, be creative in doing work, attend education and training, express desires, support facilities at work, and attention to success.

2.1.4. Work ethic

Ethos comes from the Greek ethos, namely character, way of life, habits of a person, motivation or moral goals of a person and their world view, namely the most comprehensive picture, way of acting or idea about order. In other words, ethos is an indicator aspect as a fundamental attitude towards themselves and their world which is reflected in their lives. According to KH Toto Tasmara (2002) work ethic is the totality of his personality and the way he expresses, perceives, believes and gives meaning to something, which encourages him to act and achieve optimal charity (high performance). According to Webber in Suseno (2002:64) Ethos is a belief that serves as a behavioral guide for a person, group or institution. According to Jansen H. Sinamo (2011) work ethic is a set of positive behaviors, rooted in a clear awareness, solid belief and unwavering commitment to a comprehensive set of principles, paradigms and work insights. According to Muchtar Buchori, work ethic can be defined as attitudes and views on the characteristics of a person, a group of people or a nation (Asifudin, 2004:27). In general, life in the organization is spent more on planning, operating, monitoring, and evaluating activities. It is very rare for employees to have inner enlightenment activities to understand organizational culture, work ethics, vision, mission, and values of the organization's struggle. Even though most organizational failures are caused by the low work ethic of employees. A low work ethic makes all the strategies



and work plans of the great organization unable to be carried out by employees to the fullest. As a result, the organization will lack the energy of success from its employees. Therefore, it is time for organizations to care about the sustainable development of work ethic in all aspects of organizational activities. One of the most effective ways to develop work ethic is through internalizing organizational culture into the mind set of every employee. Organizational culture that must be manifested in various policies, rules, systems, and work procedures. This includes, such as business ethics guidelines, code of conduct guidelines, and clear soup guidelines. Where, the values of struggle that exist in the organizational culture must be explored to be enlightened to every employee. There is nothing wrong if the organization wants to provide enlightenment through the concept of doctrine to every employee. Because, it is believed that the concept of doctrine can force the subconscious mind to accept the values that are required by the organization, to be owned by its employees. Keep in mind, not everyone can receive enlightenment, sometimes a firm doctrine is needed to build a superior work ethic. Based on the description that has been stated above, it can be synthesized that the employee's work ethic is the attitude of a person who can raise morale by being oriented to work in accordance with the skills possessed with the following indicators: 1) work spirit, 2) work orientation, 3) respect for time. , 4) hard work, 5) hard work, 6) diligent work, 7) work with responsibility.

2.1.5. Organizational communication

The term communication or communication comes from the Latin, namely *communicatus* which means sharing or belonging together. The adjective *communis* means common or together. Thus, communication according to Lexicographer (language dictionary expert), refers to an effort that aims to share to achieve togetherness. Regarding the organization, one definition states that the organization is a collection or individual system that goes through a hierarchy of levels and division of labor, in the form of achieving the goals set. Organizational communication plays an important role to support operational effectiveness. An important aspect of organizational communication is the potential of communication itself as a tool (tool) that can be designed by management to achieve organizational goals. Communication that occurs within the organization is called organizational communication. Price (1997) defines organizational communication as the degree or level of information about the work sent by the organization to members and among members of the organization. The purpose of communication within the organization is to establish mutual understanding so that there is an equality of frames of reference and field of experience among members of the organization. Organizational communication must be seen from various sides, namely first communication between superiors to subordinates, second between one employee and another employee, The third is between employees and superiors. The communication relationship between superiors and subordinates also cannot be separated from a paternalistic culture, namely superiors rarely or never give their subordinates to act on their own, to take initiative and make decisions. This is because the communication made by superiors to subordinates is formal where there is a distant organizational structure between superiors and subordinates. So the consequence of this behavior is that subordinates are not used as a source of information, ideas, and suggestions. The importance of communication can also be seen from the benefits for the organization including the control function (control and supervision), motivation, emotional disclosure and the provision of information for decision making (Robbins, 2001:312). Organizational communication is the satisfaction of organizational members on several aspects of communication that occur within the organization (Gray and Laidlaw, 2004). According to Goldhaber (1986) organizational communication is a process of creating and exchanging messages in a network of relationships that depend on each other to cope with an uncertain or changing environment. This definition contains the following concepts:



1) Process. An organization is an open and dynamic system that indirectly creates the exchange of information with each other. Because of the repetitive and incessant activity, it is said to be a process.

2) Message. Message is a meaningful arrangement of symbols about objects, people, events that are produced by interactions with other people. Messages in organizations can be seen according to several classifications related to language, intended recipients, diffusion methods, and the flow of messages. Classification of messages in language can be divided into 2 (two) parts, namely verbal and non-verbal, where verbal messages in the organization are in the form of: letters, memos, conversations, and speeches. While non-verbal messages in organizations can be in the form of: body language, touch, facial expressions, and others.

3) Network. The organization consists of a series of people who each occupy a certain position or role in the organization. The creation and exchange of messages from these people occurs through a set of pathways called communication networks. A communication network may include only two people, several people or the entire organization. The extent of this communication network is influenced by many factors, including: direction and flow of messages, message content, role relationships, and others.

4) The state of interdependence. This has become the nature of the organization which is an open system. If a part of the organization is disturbed, it will affect other parts and possibly the entire system of the organization.

5) Relationships. Because the organization is an open system, the system of social life, then for the functioning of the parts it lies in the humans who are in the organization. Therefore, human relations in organizations that focus on the communication behavior of the people involved in a relationship need to be studied. Attitudes, skills, and morals of a person affect and are influenced by organizational relationships.

6) Environment. What is meant by the environment is all the totality of physical and social factors that are taken into account in making decisions about individuals in a system. Included in the internal environment are personal (employees), staff, functional groups of the organization, as well as other components such as goals, products, and services. other. Organizations as open systems must interact with the external environment such as: technology, economy, and social factors. Because environmental factors change, organizations need new information to cope with changes in the environment by creating and exchanging messages both internally and externally.

7) Uncertainty. Uncertainty is the difference between available information and expected information. Uncertainty in organizations is also caused by the occurrence of more information received than the information actually needed to deal with their environment. It can be said that uncertainty can be caused by too little information obtained and also because too much information is received.

RESEARCH METHODS

3.1. Types of research

The research method used in this study uses a survey method with a quantitative approach. The survey method is the collection of data from respondents through observation, questionnaires/questionnaires and documentation distributed directly or by telephone or social media. Based on the method used as the goal to be achieved in this study and also based on several expert opinions, the variables in this study are: Empowerment (X1), Work Ethic (X2); Organizational Communication (X3); Organizational Commitment (Y).

3.2. Location or Research Object



The research location was set at the North Minahasa Regency Finance Office with the following considerations: 1. The North Minahasa Regency Financial Agency office is located in North Sulawesi Province, North Minahasa Regency, Aermadidi District in the joint office of the North Minahasa Regency government just behind the North Minahasa Regent's office. 2. Easy to obtain data and information needed in this research. 3. Easy to do research because the location can be visited easily and affordable.

3.3. Method of collecting data

Sugiyono (2016: 137) states that when viewed from the source, the data can be divided into two, namely:

- Primary data, namely data that directly provides data to data collectors.
- Secondary data, namely data that does not directly provide data to data collectors, for example through other people or through documents.

3.3.1. Data collection technique

The data collection technique was carried out through field research by using a method, namely by Interview/Interview, Questionnaire/questionnaire (Arrangement of the instrument in the form of questions).

3.4. Population, Sample Size, and Sampling Technique

3.4.1. Population

Sugiyono (2014:148) Population is a generalization area consisting of objects/subjects that have certain qualities and characteristics that are determined by researchers to be studied and then drawn conclusions. The population of this study were all employees in the office of the Finance Agency of North Minahasa Regency, which consisted of 6 fields and 1 secretariat namely Treasury, Accounting, Assets, Data Collection/Registration and Billing/Reporting, all of which amounted to 65 employees.

3.4.2. Sample Size

The sample is part of the population consisting of individuals who make up the population. Sugiyono (2016:81) states that the sample is part of the number and characteristics possessed by the population. If the population is large, and it is impossible for researchers to study everything in population, for example limited funds, manpower and time, the researcher can use a sample taken from that population. What is learned from the sample, the conclusions can be applied to the population. For this reason, samples taken from the population must be truly representative (represent).

3.4.3. Sampling technique

The technique used in the sampling process is total sampling/saturated sample. According to Arikunto (2012: 104) if the population is less than 100 people, then the total sample is taken, but if the population is greater than 100 people, then 10-15% or 20-25% of the total population can be taken. From all employees, samples were taken, based on this study the population was not greater than 100 respondents, so the authors took 100% of the population in the North Minahasa Regency Finance Agency Office, namely as many as 65 respondents. In order to enable respondents to answer at various levels for each question item in the questionnaire, a Likert scale format can be used. In the Likert scale procedure,

3.5. Data analysis technique

3.5.1. Multiple Linear Analysis Techniques



Multiple linear regression analysis is a linear relationship between two or more independent variables (X_1, X_2, \dots, X_n) with the dependent variable (Y). This analysis is to determine the direction of the relationship between the independent variable and the dependent variable whether each independent variable is positively or negatively related and to predict the value of the dependent variable if the value of the independent variable increases or decreases. The data used are usually interval or ratio scale.

Multiple linear regression equations are:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Information:

Y = Organizational Commitment

X_1 = Empowerment

X_2 = Work Ethic

X_3 = Organizational Communication

a = Constant (value Y' if $X_1, X_2, \dots, X_n = 0$)

b_1, b_2, b_3 = Regression coefficient (increase or decrease value)

e = Error (Other independent variables outside the regression model)

3.5.2. Classic assumption test

Regression and correlation test requirements are that the data must meet the BLUE principle; Best Linear Unbiased Estimator. The regression model obtained from the common least squares, or Ordinary Least Square, is a regression model that can provide the best estimated value or unbiased linear forecast. So to get BLUE there are conditions or minimum requirements that must exist in the data, Wibowo (2012: 87). These conditions are known as a test called the classical assumption test, including:

a. Normality test

Normality test is conducted to determine whether a regression model, independent variable, dependent variable, or both have a normal distribution or not. Normality test can be done by looking at the histogram graph and the Normal p-plot SPSS graph where:

- Data is said to be normally distributed if it spreads around the diagonal line and follows the direction of the diagonal line or histogram graph.
- Data is said to be not normally distributed if the data spreads far from the direction of the line or does not follow the diagonal or histogram graph.

b. Multicollinearity Classical Assumption Test

In the regression equation there should be no multicollinearity, meaning that there should be no perfect or near perfect correlation or relationship between the independent variables that make up the equation. The symptoms of multicollinearity can be tested with the Variance Inflation Factor (FIV), in the Coefficients table. If the FIV value is less than 10, then the regression model is not affected by multicollinearity symptoms, meaning that there is no relationship between the independent variables (Algifari, 2000 in Wibowo, 2012: 87).

c. Classical Heteroscedasticity Assumption Test

Algifari (2000) in Wibowo (2012: 88) says a model is said to have a heteroscedasticity problem, which means that there are or are variants of variables in the model that are not the same.



DISCUSSION

4.1. Organizational Empowerment and Commitment

empowerment is positively related to organizational commitment. Susanto (2002) explains that to empower in organizations can be done through two things, namely:

1. Provide coaching encouragement for employees in order to improve their skills and abilities.
2. Providing security protection for employees in their creativity, meaning that they must provide guarantees for employees to show their abilities without any feelings of worry or hesitation about the risks taken from their creativity (as long as they are in line with the organization's vision and mission for the progress and success of the organization).

The results showed that the relationship between the two research variables was in a fairly strong category with a correlation value of 0.775. has an effect of 60.1% on the Y variable (organizational commitment) and 39.1% is influenced by other variables not examined.

The results of this study support previous research from Hasan Nongkeng that empowerment has a direct and significant effect on organizational commitment, the more empowerment increases, the more commitment will increase. It can be concluded that empowerment is related to and affects the organizational commitment of employees at the North Minahasa Regency Finance Agency office.

4.2. Work Ethic and Organizational Commitment

The human factor in the world of work is very important, especially its commitment to a company, because with a commitment to employees it will create conducive working conditions so that the company can run efficiently and effectively, so it is necessary to look for factors that affect organizational commitment. One of the factors that influence organizational commitment is work ethic. The results show that work ethic has a strong relationship showing the R value which is a symbol of the correlation coefficient value with the correlation value is 0.691 and the effect of work ethic on organizational commitment is 47.7% and there are still 52,3% other factors besides work ethic that affect organizational commitment. It can be concluded that work ethic is related to and affects the organizational commitment of employees at the North Minahasa Regency Finance Agency office. This is similar to the results of research conducted by Rizki Arif Setiawan that there is a very significant positive relationship between work ethic and organizational commitment. That is, the higher the work ethic, the higher the organizational commitment to employees, and conversely the lower the work ethic, the lower the organizational commitment to employees.

4.3. Organizational Communication and Organizational Commitment

Organizational communication must be seen from various sides, namely first communication between superiors to subordinates, second between one employee and another, and third is between employees and superiors. The communication relationship between superiors and subordinates also cannot be separated from a paternalistic culture, namely superiors rarely or never give their subordinates to act on their own, to take initiative and make decisions. This is because the communication made by superiors to subordinates is formal where there is a distant organizational structure between superiors and subordinates. So the consequence of this behavior is that their subordinates are not used as a source of information, ideas, and suggestions. The results showed that the correlation value was 0.806. This value can be interpreted that the relationship between the two research variables is in the fairly strong category. The value of R Square or the coefficient of determination (KD) obtained is 64.9% which can be interpreted that the independent variable X3 (organizational communication) has an influence on the Y variable



(organizational commitment) and there are still 35.1% of other factors other than organizational communication that affect organizational commitment. The results of this study are different from the results of research from Lili Wahyuni that organizational communication has no effect on organizational commitment. 9% which can be interpreted that the independent variable X3 (organizational communication) has an influence on the Y variable (organizational commitment) and there are still 35.1% of other factors besides organizational communication that affect organizational commitment. The results of this study are different from the results of research from Lili Wahyuni that organizational communication has no effect on organizational commitment. 9% which can be interpreted that the independent variable X3 (organizational communication) has an influence on the Y variable (organizational commitment) and there are still 35.1% of other factors besides organizational communication that affect organizational commitment. The results of this study are different from the results of research by Lili Wahyuni that organizational communication has no effect on organizational commitment.

CONCLUSION

Based on the results of research and discussion in the previous chapter, conclusions can be drawn which are the answers to the formulation of the problem in this study, as follows:

1. Empowerment has a positive effect on employee organizational commitment at the North Minahasa Regency Finance Agency office
2. Work ethic has a positive effect on employee organizational commitment at the North Minahasa Regency Finance Agency office
3. Organizational Communication has a positive effect on employee organizational commitment at the North Minahasa Regency Finance Agency office
4. Empowerment, work ethic and organizational communication towards employee organizational commitment at the North Minahasa Regency Finance Agency office.

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