

## **The Influence of Organisational Culture, Organisational Support and Work Experience on Organisational Commitment in Contract Personnel of the East Rinjani Forest Management Unit (BKPH), East Lombok District**

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**ABSTRACT:** This study aims to analyse the influence of organisational culture, organisational support and work experience on organisational commitment to contract workers at the East Rinjani Forest Management Unit, East Lombok Regency. This research uses associative quantitative methods. The location in this study is at the East Rinjani Forest Management Unit (BKPH) Office located at Jln. Paokmotong-Kotaraja No.45, Masbagik District, East Lombok Regency, West Nusa Tenggara. The population involved in this study were all contract workers of the KPH Rinjani Timur Balai, totalling 42 people who had been spread across the BKPH office and 6 resorts in the East Lombok region. This research was analysed using multiple regression analysis models with SPSS 26 for windows. The results of this study indicate that 1. Organisational culture has a direct positive effect on organisational commitment, this shows that a good organisational culture will improve organisational commitment, the better the organisational culture, the higher the organisational commitment of contract employees of BKPH Rinjani Timur. 2. Organisational support has a direct effect on organisational commitment, this shows that the higher the organisational support provided by BKPH Rinjani Timur to its employees, especially contract employees, the higher their organisational commitment will be. 3. Work experience has a direct effect on organisational commitment, this shows that if contract employees have previous work experience, eating will make organisational commitment higher, which means that if the work experience is high, the higher the organisational commitment that exists in the contract employees of BKPH Rinjani Timur.

**KEYWORDS:** Organisational Culture, Organisational Support, Organisational Commitment, Work Experience, Contract Workers

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### **INTRODUCTION**

Human resource management is a field of management science that specifically discusses the management of human resources in organisations (Gunawan, 2015). In practice, human resource management is very focused on managing and managing human resources to support the sustainability of the organisation. In line with what was conveyed by Sakti, *et al.*, (2023) where, the existence of human resources is increasingly recognised, and humans are seen as one of the important assets among the various resources that exist in the organisation. Because of this important role, organisations must be able to keep their best human resources to remain part of the organisation, one of which is by fostering the confidence of their employees to have in common with the values and goals of the organisation. This belief will create a feeling of relatedness in employees which is expected to encourage employees to want to work with the organisation. Employees' connection to the organisation where they work is known as organisational commitment. According to Allen and Meyer, (1991) who concluded that organisational commitment is a psychological state that characterises the relationship between employees and the organisation, and has implications for the decision to continue their membership in the organisation.

There are several factors that can affect the high and low commitment of an employee, one of which is organisational culture. According to Sutrisno (2019) organisational culture is an invisible social force, which can move people in a company to do work. research conducted by Suryatni *et al.*, (2024) found that organisational culture has a significant effect on commitment. In line with that, Samuel *et al.* (2020) stated that organisational culture has a significant effect on commitment. This means that with a stronger organisational culture, organisational commitment will be higher.

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Another factor that also affects an individual's organisational commitment is organisational support. According to Erdogan and Enders (2007) organisational support is the degree of individual trust in the organisation that the organisation cares about him, values any input provided, and provides help and assistance for him. When employees feel fully supported by the organisation, there will be a sense of obligation to help the organisation achieve its goals because the organisation is considered to care about their welfare. Research conducted by Desniari and Dewi, (2020) states that organisational support has a positive and significant effect on organisational commitment. In line with that, Ramadhani, (2018) states that perceived organisational support has a positive and significant influence on organisational commitment.

Apart from organisational culture and organisational support, work experience also has an important factor in fostering commitment in employees. According to Marwansyah, (2014) work experience is a knowledge, skills, and abilities that employees have to carry out responsibilities from previous jobs. Research conducted by Purnomo *et al.*, (2018) states that there is a positive direct effect of work experience on organisational commitment. This illustrates how employees' experience and competence in the appropriate job will lead to their commitment to their work and organisation.

This research took place at the East Rinjani Forest Management Unit (BKPH) Office. The Office of the East Rinjani Life Management Unit (BKPH) is one of 23 Forest Management Unit (KPH) units under the auspices of the NTB Province Forestry and Environment Service (DLHK) which is engaged in forest protection and management in the East Lombok Regency area. There is an interesting phenomenon where 56% of employees working at the East Rinjani Forest Management Unit (BKPH) are contract workers. This is one of the interesting gap phenomena to be studied, especially in the perspective of human resource management related to their work commitment to the organisation.

Based on the background of the problem, research gaps and phenomena that have been described, researchers are interested in examining organizational culture, organizational support, work experience and organizational commitment in contract workers so that the title "**The Effect of Organizational Culture, Organizational Support and Work Experience on Organizational Commitment in Contract Workers of the East Rinjani Forest Management Unit (BKPH) East Lombok Regency**" can be drawn.

## **LITERATURE REVIEW**

### **Organisational Commitment**

Organisational commitment can be said to be a psychological attachment between the organisation and the employee which is reflected in the need, sense of responsibility and desire to remain part of the organisation and contribute to the achievement of its goals. Commitment often reflects employees' belief in the mission and goals of the organisation, willingness to make efforts in completing work and desire to continue working there. According to Robbins and Judge, (2015) organisational commitment is defined as a condition in which an individual sides with the organisation and its goals and desires to maintain his membership in the organisation. Organisational commitment shows the extent to which an employee is loyal, involved, and willing to maintain long-term work with the organisation. Highly committed employees usually work by maintaining the good name of the organisation, working wholeheartedly, and not easily switching jobs.

### **Organisational Culture**

Organisational culture is the beliefs, norms, value systems and habits that are shared by all members of the organisation, including employees, and become guidelines for behaving and acting and behaving in the work environment. According to Sutrisno, (2019) organisational culture is an invisible social force, which can move people in a company to do work. Organisational culture describes the way of life in the organisation. This is formed from leadership, work habits, history, and interactions between individuals in it that can strengthen employee loyalty. Organisational culture also influences the way employees make decisions, communicate, work together in achieving common goals that are oriented towards orientation towards organisational goals and can resolve conflicts.

### **Organisational Support**

Organisational support is an employee's perception of the extent to which an organisation values their contributions and cares about their welfare and needs. According to Erdogan and Enders, (2007) organisational support is the degree of individual confidence in the organisation that the organisation cares about him, values any input provided, and provides help and assistance for him. Organisational support describes the care and attention given by the organisation to employees, both in the form of fair treatment, work facilities, appreciation of work, even attention to personal welfare, when an employee feels supported they will feel more

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motivated, have a passion for work and loyal. This can also increase commitment to the organisation and reduce the desire to move in terms of work.

## Work Experience

Work experience is an accumulation of knowledge, insight gained by a person through participation in various activities or tasks in a work environment over a certain period. According to Marwansyah, (2014) work experience is a knowledge, skills, and abilities that employees have to carry out the responsibilities of their previous jobs. According to Nurrofi (2012) work experience refers to how long a person has worked, how many types of jobs or positions he has done and several periods of his work period in each of these jobs or positions. According to Siagian (2012) experience shows how long experience is owned so that employees work well. In addition, work experience includes the number of types of jobs or positions that a person has held and the length of time they have worked in each of these jobs or positions. The more experience a person has, the higher the ability to solve problems or tasks, understanding of the work being carried out, and the work efficiency of a person.

## Conceptual Framework

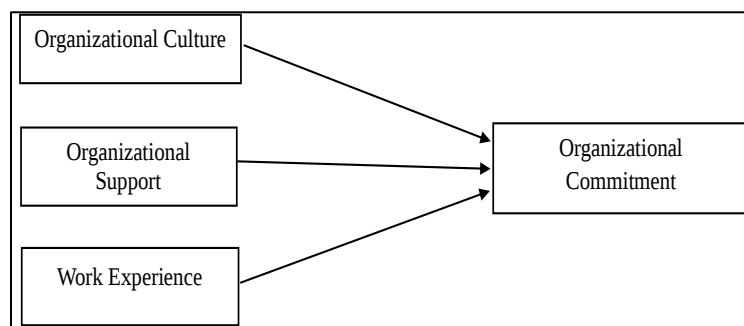


Figure 1. Conceptual Framework

## Hypothesis

H1: Organisational culture has a positive and significant influence on organisational commitment.

H2: Organisational support has a positive and significant influence on organisational commitment.

H3: Work experience has a positive and significant influence on organisational commitment.

## METHODOLOGY

This research uses associative quantitative methods. This research was conducted at the Office of the East Rinjani Life Management Unit (BKPH) of East Lombok Regency which is located at Jl. Paokmotong-Kotaraja No.45, Masbagik District, East Lombok Regency, West Nusa Tenggara. The Office of the East Rinjani Forest Management Unit (BKPH) is one of 23 Forest Management Unit (FMU) units in West Nusa Tenggara Province led by the Head of the Office under the auspices of the Environment and Forestry Service. KPH Rinjani Timur manages protected and production forests in the East Lombok region, assisted by 6 Forest Stakeholder Resorts (RPH), namely RPH Sembalun, RPH Pringgabaya, RPH Sambelia, RPH Suela, RPH Belanting and RPH Jerowaru. Furthermore, the data collected using questionnaires were processed and analysed using the SPSS 26 for windows application

The characteristics of respondents in this study include, among others, that the number of respondents was dominated by male gender as many as 35 people with a percentage of 83.3% and female gender respondents as many as 8 people with a percentage of 16.7%. In addition, the number of respondents with high school education levels totalled 10 people with a percentage of 23.80%, vocational schools totalled 15 people with a percentage of 35.73%, and undergraduate degrees totalled 17 people with a percentage of 40.47%. Thus, respondents in this study tend to have an S1 education. the highest number of contract workers aged between 31-40 years with a percentage of 59.6%. Thus, respondents in this study tend to be 31-40 years old.

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## RESULTS AND DISCUSSION

### Results

#### Validity Test

The validity test of this study was carried out by comparing the r-count value with the r-table value for degree of freedom (df) = n-2. It can be seen that all the question items contained in all questionnaires about organisational commitment, organisational culture, organisational support and work experience in this study have a calculated correlation coefficient (r count) which is greater than the standard correlation value (r table) which is 0.304. This shows that the instrument used is valid.

#### Reliability Test

The Cronbach's Alpha (a) value for each variable, namely, Organisational Commitment, Organisational Culture, Organisational Support, Work Experience has a Cronbach's Alpha value above 0.60. Thus all the questions contained in the questionnaire in this study are declared reliable.

### Multiple Linear Regression Analysis

**Table 1. Multiple Linear Regression Analysis**

| Coefficients <sup>a</sup> |                         |                             |            |                           |       |
|---------------------------|-------------------------|-----------------------------|------------|---------------------------|-------|
| Model                     |                         | Unstandardised Coefficients |            | Standardised Coefficients | Sig.  |
|                           |                         | B                           | Std. Error | Beta                      |       |
| 1                         | (Constant)              | 5,737                       | 1,677      |                           | 3,422 |
|                           | Organisational Culture. | ,372                        | ,015       | ,969                      | ,001  |
|                           | Support.Organisation    | ,239                        | ,054       | ,572                      | ,001  |
|                           | Experience.             | ,252                        | ,060       | ,550                      | ,001  |

a. Dependent Variable: Organisational Commitment.

Based on the results of multiple linear regression, the regression equation is obtained:

$$Y = 6.182 + 0.370x_1 + (-)0,023x_2 + (-)0.014x_3 + e$$

The results of the regression equation and the interpretation of the multiple linear regression analysis are:

1. The constant value (a) is 5.737. This means that if there is no influence of independent variables consisting of variables of Organisational Culture, Organisational Support and Work Experience equal to zero, then the magnitude of the dependent variable (organisational commitment) is 5,737.
2. The regression coefficient value of the Organisational Culture variable is 0.372 with a positive direction. This happens if every increase in the Organisational Culture variable will increase the Organisational Commitment variable by 0.372, assuming that the other independent variables do not change.
3. The regression coefficient value of the Organisational Support variable is 0.239 with a positive direction. This means that if there is any increase in the Organisational Support variable, it will increase Organisational Commitment by 0.239, assuming that the other independent variables do not change.
4. The regression coefficient value of the Work Experience variable is 0.252 with a positive direction. This means that if there is any increase in the work experience variable, it will increase the organisational commitment by 0.252, assuming that the other independent variables do not change.
5. The regression coefficient of each independent variable, namely organizational culture, organizational support and work experience has a positive value, meaning that the variables of organizational culture, organizational support and work experience have a positive effect on the dependent, namely organizational commitment.

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## Classical Assumption Test

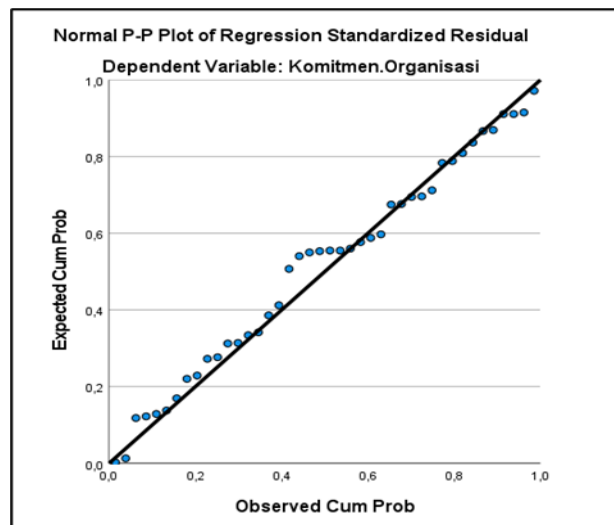
### Normality Test

**Table 2. Normality Test Results**

| One-Sample Kolmogorov-Smirnov Test                                                   |                         |             |                         |
|--------------------------------------------------------------------------------------|-------------------------|-------------|-------------------------|
|                                                                                      |                         |             | Unstandardised Residual |
| N                                                                                    |                         |             | 42                      |
| Normal Parameters <sup>a,b</sup>                                                     | Mean                    |             | ,0000000                |
|                                                                                      | Std. Deviation          |             | ,59499741               |
| Most Extreme Differences                                                             | Absolute                |             | ,113                    |
|                                                                                      | Positive                |             | ,053                    |
|                                                                                      | Negative                |             | -,113                   |
| Test Statistic                                                                       |                         |             | ,113                    |
| Asymp. Sig. (2-tailed) <sup>c</sup>                                                  |                         |             | ,200 <sup>d</sup>       |
| Monte Carlo Sig. (2-tailed) <sup>e</sup>                                             | Sig.                    |             | ,189                    |
|                                                                                      | 99% Confidence Interval | Lower Bound | ,179                    |
|                                                                                      |                         | Upper Bound | ,199                    |
| a. Test distribution is Normal.                                                      |                         |             |                         |
| b. Calculated from data.                                                             |                         |             |                         |
| c. Lilliefors Significance Correction.                                               |                         |             |                         |
| d. This is a lower bound of the true significance.                                   |                         |             |                         |
| e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000. |                         |             |                         |

Based on table 2. above, it is known that the value of Asymp.Sig. (2-tailed) of the research variables, namely Organisational Commitment, Organisational Culture, Organisational Support and Work Experience is 0.200. Because the value of Asymp.Sig. (2-tailed) = 0.200 > 0.05, it can be concluded that the fourth of the research variable data is normally distributed.

In this study, researchers also used graphical analysis in the normality test. The analysis is done by looking at the *normal probability plot* graph.



**Figure 2. Normal P-Plot Curve**

Based on Figure 4.1 above, it is known that the points around the line still follow a straight line and do not widen too far. So it can be concluded that the assumption model is in accordance with normality and is suitable for use.

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## Multicollinearity Test

**Table 3. Multicollinearity Test Results**

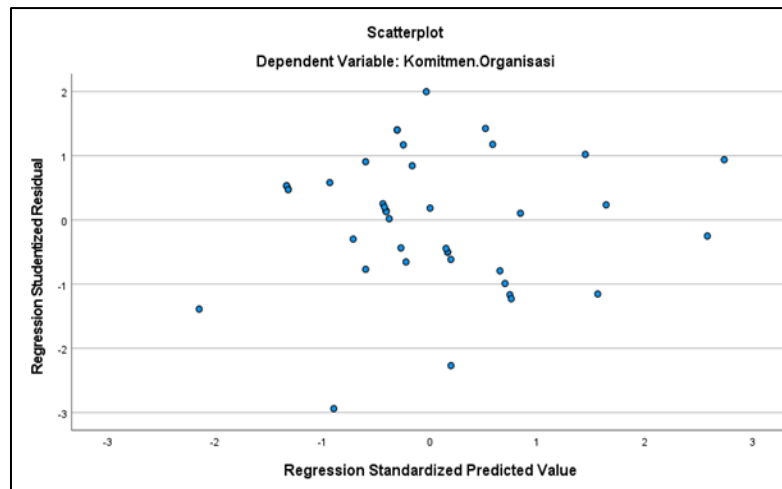
| Coefficients <sup>a</sup> |                         |                             |            |                           |        |      |                         |       |
|---------------------------|-------------------------|-----------------------------|------------|---------------------------|--------|------|-------------------------|-------|
| Model                     |                         | Unstandardised Coefficients |            | Standardised Coefficients | t      | Sig. | Collinearity Statistics |       |
|                           |                         | B                           | Std. Error | Beta                      |        |      | Tolerance               | VIF   |
| 1                         | (Constant)              | 5,737                       | 1,677      |                           | 3,422  | ,003 |                         |       |
|                           | Organisational Culture. | ,372                        | ,015       | ,969                      | 24,748 | ,001 | 1,000                   | 1,000 |
|                           | Support.Organisation    | ,239                        | ,054       | ,572                      | 4,405  | ,001 | 1,000                   | 1,000 |
|                           | Experience.             | ,252                        | ,060       | ,550                      | 4,162  | ,001 | 1,000                   | 1,000 |

a. Dependent Variable: Organisational Commitment.

Based on the table above, the Multicollinearity Test results show that the Tolerance value of the independent variables, Organisational Culture 1.000 > 0.10 and VIF value 1.000 < 10, Organisational Support 1.000 > 0.10 and VIF value 1.000 < 10, Work Experience 1.000 > 0.10 and VIF value 1.000 < 10, it can be concluded that based on the multicollinearity test results there is no correlation between the independent variables or in other words there is no multicollinearity problem in this study.

## Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the regression model there is an inequality of variance and residuals of one observation to another. If the residual distribution forms a pattern or wave, then in the study there are symptoms of heteroscedasticity and if the residuals do not form a pattern or wave, then in the study there are no symptoms of heteroscedasticity. Based on the results of the heteroscedasticity test, the following is a *scatterplots* image:



**Figure 3. Heteroscedasticity Test Results**

Based on the picture above, it can be seen that the data displayed does not form certain patterns and the points spread randomly, it can be concluded that there is no Heteroscedasticity, so that a good and ideal regression model can be fulfilled.

## Hypothesis Testing

### F Test (Model Feasibility)

The F test is used to determine whether a regression equation model is valid or not. In this test, if the calculated F value is greater than the F table, it is estimated to be feasible. Or if the SPSS output shown in the sig column is smaller than the predetermined significance value, which is 0.05, it can be said that the regression model is estimated to be feasible. The following table shows the results of the F test in this study, namely:

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**Table 4. F Test Results (Model Feasibility)**

| ANOVA <sup>a</sup>                                                                         |            |                |    |             |         |         |                   |
|--------------------------------------------------------------------------------------------|------------|----------------|----|-------------|---------|---------|-------------------|
| Model                                                                                      |            | Sum of Squares | Df | Mean Square | F count | F table | Sig.              |
| 1                                                                                          | Regression | 239,104        | 3  | 79,701      | 208,658 | 2,85    | ,000 <sup>b</sup> |
|                                                                                            | Residuals  | 14,515         | 38 | ,382        |         |         |                   |
|                                                                                            | Total      | 253,619        | 41 |             |         |         |                   |
| a. Dependent Variable: Organisational Commitment.                                          |            |                |    |             |         |         |                   |
| b. Predictors: (Constant), Work Experience, Organisational Culture, Organisational Support |            |                |    |             |         |         |                   |

The way to find out the value of the F table can be found with the following formula:

$$\begin{aligned}
 Df &= n-k-1 \\
 &= 42-3-1 \\
 &= 38 \\
 F_{table} &= \mathbf{2,85}
 \end{aligned}$$

Description:

n = number of respondents  
k = number of independent variables

From the F test results in the table, it can be seen that the calculated F value is 208.658 and the F table value is 2.85, and the significance value is 0.000. Because the calculated F value is greater than the F table ( $208.658 > 2.85$ ) and the significance is below 0.05 ( $0.000 < 0.05$ ), it can be concluded that the research equation model is valid, so that the independent variables can be used to predict the dependent or it can be said that it fulfils the assumptions of the feasibility of a research model.

## Test t (Partial)

The t test is used to prove whether the influence of the independent variables (Organisational Culture, Organisational Support and Work Experience) on the dependent (Organisational Commitment) is significant or not. This t test can be done by comparing t count with t table or by looking at the significance column in each t count. The following are the results of the t test with the IBM SPSS program below:

**Table 5. Test t (Partial)**

| Coefficients <sup>a</sup>                         |                         |                             |            |                           |         |         |      |
|---------------------------------------------------|-------------------------|-----------------------------|------------|---------------------------|---------|---------|------|
| Model                                             |                         | Unstandardised Coefficients |            | Standardised Coefficients | T count | T table | Sig. |
|                                                   |                         | B                           | Std. Error | Beta                      |         |         |      |
| 1                                                 | (Constant)              | 5,737                       | 1,677      |                           | 3,422   |         | ,003 |
|                                                   | Organisational Culture. | ,372                        | ,015       | ,969                      | 24,748  | 2,024   | ,001 |
|                                                   | Support.Organisation    | ,239                        | ,054       | ,572                      | 4,405   | 2,024   | ,001 |
|                                                   | Experience.             | ,252                        | ,060       | ,550                      | 4,162   | 2,024   | ,001 |
| a. Dependent Variable: Organisational Commitment. |                         |                             |            |                           |         |         |      |

The formula for finding the t table is as follows:

$$\begin{aligned}
 Df &= n-k-1 \\
 &= 42-3-1 \\
 &= 38 \\
 T_{table} &= \mathbf{2,024}
 \end{aligned}$$

Description:

n = number of respondents  
k = number of independent variables

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1. The calculated t value of the Organisational Culture variable is 24.748 with a significance level of 0.001. So that the calculated t value is greater than the t table value ( $24.748 > 2.024$ ) and the significance level is smaller than the standard level of significance ( $0.0001 < 0.05$ ). Then  $H_0$  is rejected and  $H_1$  is accepted. From these criteria, the hypothesis is accepted, which means that the Organisational Culture variable individually has a positive and significant effect.
2. The calculated t value of the Organisational Support variable is 4.405 with a significance level of 0.440. So that the calculated t value is smaller than the t table value ( $4.405 > 2.024$ ) and the significance level is greater than the standard level of significance ( $0.001 < 0.05$ ). Then  $H_1$  is accepted and  $H_0$  is rejected. From these criteria, the hypothesis is accepted which means that the organisational support variable individually has a positive and significant effect.
3. The calculated t value of the work experience variable is 4.162 with a significance level of 0.749. So that the calculated t value is smaller than the t table value ( $4.162 > 2.024$ ) and the significance level is greater than the standard level of significance ( $0.001 < 0.05$ ). Then  $H_1$  is accepted and  $H_0$  is rejected. From these criteria, the hypothesis is accepted, which means that the work experience variable individually has a positive and significant effect.

#### 4. Determination Coefficient Test

**Table 6. Test Coefficient of Determination ( $R^2$ )**

| Model Summary <sup>b</sup>                                                                 |                   |          |                   |                            |
|--------------------------------------------------------------------------------------------|-------------------|----------|-------------------|----------------------------|
| Model                                                                                      | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1                                                                                          | ,971 <sup>a</sup> | ,943     | ,938              | ,618                       |
| a. Predictors: (Constant), Work Experience, Organisational Culture, Organisational Support |                   |          |                   |                            |
| b. Dependent Variable: Organisational Commitment.                                          |                   |          |                   |                            |

1. Based on the table above, the number  $R = 0.971$  or 97.1% is obtained. This shows that there is a fairly strong relationship between the variables of Organisational Culture, Organisational Support and Work experience on Organisational Commitment.
2. The adjusted R square value of 0.943 shows that the independent variables namely Organisational Culture, Organisational Support and Work Experience on Organisational Commitment are 94%, while the remaining 6% is explained by other variables not examined.

## DISCUSSION

### Effect of Organisational Culture on Organisational Commitment

Based on the results of the study, it was found that organisational culture has a positive and significant effect on organisational commitment in BKPH contract employees. This means that the more appropriate organisational culture will increase organisational commitment and vice versa. This means that organisational culture plays a very important role in increasing the organisational commitment of contract employees at BKPH. This is because BKPH Rinjani Timur is able to create an organisational culture that is positive to all employees, including contract employees, the most prominent thing is justice in carrying out duties and obligations. In addition, there are several forms of good organisational culture practices, such as discipline in time such as punctuality when coming to work and in dress such as neatness when on duty or working. The application of organisational culture in permanent employees or ASN can be an example for contract employees in carrying out their duties because implementation in the field will be successful when permanent employees or employees who first work in BKPH prioritise a positive culture in the BKPH environment.

According to Samuel *et al.* (2020), with good organisational culture practices, it will increase employee commitment to the organisation where when employees have a high commitment to the organisation, these employees will continue to strive to provide their best abilities and performance. This shows how organisational culture has a close relationship with organisational commitment, especially in contract employees.

Based on the research findings, organisational culture in BKPH Rinjani Timur has an average that is categorised as positive. This means that in the contract employees of BKPH Rinjani Timur there is a positive organisational culture so that organisational commitment increases. A positive organisational culture can be seen from employee commitment, especially contract employees, where the existence of a positive organisational culture makes employees more comfortable at work and shows high commitment to

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the organisation. In addition, a positive organisational culture can also be seen from result orientation, individual orientation, team orientation that contract employees can be oriented towards various things in the organisation. Interesting findings can be seen from the research results where the statement item related to the ability to promote the vision and mission of the organisation is the item with the lowest average score. Therefore, in order for the vision and mission of the organisation to be the most important thing for employees, especially contract employees at BKPH Rinjani Timur, the organisation should be able to unite viewpoints by implementing positive cultures in the organisation that can help an organisation to increase organizational commitment in contract employees.

### **Effect of Organisational Support on Organisational Commitment**

Based on the results of the study, it was found that organisational support has a positive and significant effect on organisational commitment in BKPH contract employees. This means that if the organisational support received by employees is high, it will increase organisational commitment and vice versa. This explains how organisational support plays an important role in increasing the organisational commitment of employees. This means that organisational support plays a very important role in increasing the organisational commitment of contract employees at BKPH. This is because BKPH Rinjani Timur provides support that builds or advances employees, including contract employees who work there, such as support in training or other support such as the use of facilities that support the continuity of tasks at work, which in turn can increase employee commitment to the organisation, especially in achieving common goals.

This finding is in line with research conducted by Desniari and Dewi, (2020) which states that organisational support has a positive and significant effect on organisational commitment. This shows that the better the organisational support provided to contract employees, it will increase the organisational commitment of contract employees. We can mean that when we provide good organisational support to contract employees, organisational commitment will also be good or will increase.

Based on the research findings, organisational support for contract employees in BKPH Rinjani Timur has an average that is categorised as positive. This means that in the contract employees of BKPH Rinjani Timur there is positive organisational support. Where support in the form of training and providing performance support facilities for contract employees is the most prominent thing. However, the research findings also show that there are some shortcomings in terms of organisational support from BKPH Rinjani Timur, especially related to appreciation of the contributions of its employees where this item is the item with the lowest average score. Therefore, BKPH Rinjani Timur needs to evaluate their organisational support, especially in increasing appreciation for the contributions of their employees.

### **Effect of Work Experience on Organisational commitment**

Based on the results of the study, it was found that work experience has a positive and significant effect on organisational commitment in BKPH contract employees. This means that if the employee's work experience is high, it will increase organisational commitment and vice versa. This explains how work experience plays a very important role in increasing the organisational commitment of contract employees at BKPH. This is because the contract employees of BKPH Rinjani Timur have previous work experience which can facilitate or provide an overview of what the tasks and work carried out at BKPH are like. This makes it easier for the tasks and work to be more productive and effective because the contract employees who work there are already capable or mastering the work and facilities available at BKPH Rinjani Timur.

This finding validates the findings of previous research conducted by Purnomo *et al.*, (2018) which states that "work experience has a direct positive effect on organisational commitment, this shows that high work experience will increase organisational commitment. This means that organisational support has a close relationship with organisational commitment in contract employees. It can be said that if a contract employee has work experience, the contract employee will have high organisational commitment.

Based on the research findings, work experience at KPH Rinjani Timur has an average that is categorised as positive. This means that the contract employees of KPH Rinjani Timur have high work experience which increases organisational commitment. Positive work experience can be seen from the commitment of contract employees who are able to carry out their duties and responsibilities to the organisation very faithfully because they have had enough work experience related to these duties and responsibilities which then makes them more committed to the organisation.

There is one statement item with the lowest average value related to the intensity of work in one field that is still lacking. Therefore, so that employees have mastery of different jobs with the experience they have, the most important thing that the

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organisation must do is provide support in the form of work guidance or guidance in using the facilities used to smooth work or tasks can be achieved according to targets and work plans.

## **CONCLUSIONS AND SUGGESTIONS**

### **Conclusions**

Based on the results of hypothesis testing and discussion that has been carried out and stated, the results obtained the following research conclusions that: Organisational culture has a direct effect on organisational commitment, this shows that good organisational culture practices will increase organisational commitment, especially in contract employees. Furthermore, organisational support has a direct effect on organisational commitment, this shows that the higher the organisational support provided to employees, especially contract employees, will increase organisational commitment. Finally, work experience has a direct effect on organisational commitment, this shows that if contract employees have previous work experience, eating will make organisational commitment higher, which means that if the work experience is high, it will increase organisational commitment, especially in contract employees.

### **Suggestions**

Based on the above conclusions, some suggestions that can be conveyed by researchers are as follows: (1) For the head of BKPH Rinjani Timur as the highest leader as well as an example for employees, especially contract employees, in order to provide a good example or culture to all employees, positive cultures that determine will build the agency or organisation, cultures such as discipline, maintenance of goods well, Good leaders must also provide support to all employees, including contract employees in BKPH Rinjani Timur, these supports must be able to support the success of contract employees in achieving the vision and mission that has been set, therefore it can increase organisational commitment. Such support can be in the form of job-related training such as the use of facilities, support in terms of health, namely providing health benefits or insurance in the event that unwanted things happen while carrying out their duties and there are many more supports that can be given by leaders to their employees. (2) For contract employees to see that carrying out their daily duties and work as contract employees must have work experience, this can make it easier for employees in BKPH Rijani Timur to carry out their duties and other work, work experience in question such as the use of facilities such as computers or the use of other equipment, work experience such as communication with the team and also coordination with superiors or permanent employees. Work experience can facilitate and ease daily work and tasks because work experience will create employees who are used to carrying out tasks.

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