

The Effect of Task Oriented and HR Practices on Organizational Commitment Mediated by Job Satisfaction on Security Members of Mall and Apartments in Jakarta

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Abstract

The city center of Jakarta is the main area for the development of property, trade and office businesses. Several large companies have invested in the construction of high-rise mega projects with the concept of mix use building for apartments, offices, and shopping centers. Therefore, mall and apartment safety standards are very important in order to create investment opportunities by citizens and foreigners. Security members who work professionally have a positive impact on crime prevention and control. The commitment of security members as the frontline is important in carrying out duties. This study aims to analyze the effect of task orientation and HR practices on organizational commitment to security members of mall and apartment in Jakarta. Job satisfaction as a mediating variable. Samples are security members of mall and apartment in West Jakarta, North Jakarta, and South Jakarta totaling 190 respondents. The analytical tool in this study is Structural Equation Modeling (SEM) using AMOS version 21. The results of this study found that task orientation had an effect on organizational commitment, but task orientation had no effect on job satisfaction, and HR Practices had no effect on organizational commitment, but HR Practice had an effect on job satisfaction, job satisfaction had an effect on organizational commitment, while the variable job satisfaction was not proven to mediate task oriented with organizational commitment, but job satisfaction mediated HR Practice with organizational commitment. The managerial implication of this research, security managers should pay more attention, supervise, and carry out the division of work tasks in the field in accordance with operational standards and make plans for security activities on a regular basis. Human Resources Managers should provide maximum motivational examples for security members such as fair in performance appraisal, so that security members can increase their commitment to their work, and have a positive impact on job satisfaction.

Keywords: Task oriented, HR Practice, Organizational Commitment, Job Satisfaction.

Introduction

Community security is not only the responsibility of the police, but every level of society has a very important role in creating security in their environment. Economic and business growth in downtown Jakarta has a positive impact, namely economic and business development that is able to improve the investment climate in Jakarta. Several large companies have started investing in the construction of mega high-rise building projects with the concept of mix use building for apartments, offices, and shopping centers. Therefore, it is necessary to pay attention to the safety standards of mall and apartment, in order to create investment opportunities, by Indonesian citizens and foreign nationals, so as to increase job satisfaction and commitment. (<https://www.idxchannel.com/economics/properti>).

The phenomenon that occurs is the high number of victims of crime and the frequent targets of blasting commercial buildings by terrorists. This is due to weak safety standards, such as security checks on people entering and leaving the building, as well as commercial building entrances being too close from highways or public access. Security members are one of the frontliners and what is needed is organizational commitment which is marked by the security member's organizational commitment in carrying out their duties (Rawashdeh and Tamimi, 2020). According to the results of previous research, McMurray et al., (2010) which states that leaders who have a focus on task oriented and focused on their work, employees can work well and complete their work in accordance with the time determined by their superiors.

There are several things that affect organizational commitment such as task oriented which is characterized by employees being able to work better in completing their tasks (Basit, 2019), HR practices are characterized by individual abilities in completing their tasks (Memon et al., 2021), job satisfaction is shaped by circumstances emotional employees working in the company (Ashraf, 2020). The main goal of task oriented is that a leader can create an efficient and productive organization in completing tasks, including planning and organizing work, clarifying work goals, monitoring tasks, and solving work-related problems (Huynh and Hua, 2020). This can be seen from several previous studies, McMurray et al. (2010) which states that leaders who have a focus on task oriented and focus on certain jobs really expect workers in their teams to work well and complete work on time as directed, thereby increasing the workload or tension among employees. Sudha and Shahnawaz (2020), stated that the main mission of a leader is to achieve certain targets that have been targeted and provide clear directions so that all work can be completed properly. In previous studies, there was a research variable on organizational commitment with employees to maintain good relations with the company and the desire to achieve and set goals (Rawashdeh and Tamimi, 2020). Based on background of the research above, this title is "The Influence of Task Oriented and HR Practices on Organizational Commitment Mediated by Job Satisfaction on security members mall and apartment in Jakarta."

Literature Review

Task Oriented. According to Huynh and Hua (2020) the notion of task oriented is a planning and ability to organize work, clarify work goals, monitor tasks, and solve work-related problems. Ruzgar (2018) examines the purpose of creating task oriented to improve the standard of work achieved by an organization. Bhardwaj and Kalia (2021) examine the purpose of creating task oriented is to increase the growth and revenue of the company. According to Bhardwaj and Kalia (2021) researching in creating task oriented is to increase the ability to work full of energy and enthusiasm for an employee when working in an organization. Ferreira et al. (2017) knowing the benefits of task oriented is to avoid turnover intention from within employees. According to Ferreira et al. (2017) found that the dimensions that affect task oriented are: task significance and task identity. Huynh and Hua (2020) examine the consequences that arise from task oriented is the achievement of goals that have been set by the company and employees to work more effectively in the company.

HR Practices. According to research conducted by Zeb et al. (2020), the notion of human resource practices (HR Practices) is an employee's perception of all conditions that exist within a company. The purpose of HR Practices according to Hu and Mao (2020) is a performance that has been achieved within the company. According to Gurmu (2021), companies can gain competitive advantage by using expertise to perform employee tasks properly. Human resource practices (HR Practices) are able to increase the intelligence, flexibility, and competence of employees. A set of internally coherent and consistent practices aimed at strengthening and promoting employee competence, motivation, and commitment. Dimensions of HR Practices,

namely According to research conducted by Memon et al. (2021) are: 1). Training Satisfaction, 2). Performance Appraisal, 3). Satisfaction, 4). Pay Satisfaction, 5). Compensation, 6). Career Planning System.

Job Satisfaction. According to Memon et al. (2017), the definition of job satisfaction is a welfare assessment carried out because an employee is experienced in various aspects of work. Beuren et al. (2021) stated that job satisfaction is the emotional state of employees working in the company. Meanwhile, according to Bharadwaj, Khan, and Yameen (2021) the purpose of job satisfaction is to conduct a job assessment of all job characteristics of a worker by creating a positive attitude towards the worker's job. According to Nanjundeswaraswamy (2021), the function of job satisfaction is to approach employees emotionally and build good relationships between company employees and managers. There are 5 aspects that can affect the emergence of job satisfaction, namely: 1). Need fulfillment, 2). Discrepancies, 3). Value attainment, 4). Equity, 5). Dispositional or genetic components. The dimensions of job satisfaction according to Robbins and Judge (2020) there are 5 dimensions of job satisfaction, namely: 1). Supervision, 2). Salary, 3). Promotions, 4). Cooperation, 5). The work itself.

Organizational Commitment. Soomro and Shah (2019) provide an understanding of organizational commitment as the desire of an employee to work with dedication and enthusiasm to achieve the desires that have been set in the company. Park and Doo (2020) define organizational commitment as the ability of employees to identify and engage in the workplace. The purpose of organizational commitment according to Dang, Vu, and Nguyen (2021) is to provide employee participation in working at the company so that employees are emotionally familiar with the company. According to Ayodele et al., (2020), the organizational commitment function is a process in which a person demonstrates a strong belief in the goals and values of the organization, triggers the desire to display outstanding performance and the desire to remain in the company organization. Park and Doo (2020) found that the dimensions of organizational commitment are affective commitment, continuance commitment and normative commitment. Affective commitment is related to identity, shared values and personal commitment to the organization. Continuance commitment is a dimension related to employee investment and perceptions of an employee's loss when leaving the organization. Normative commitment refers to norms or rules, loyalty, and employee performance and obligations to the organization within the organization.

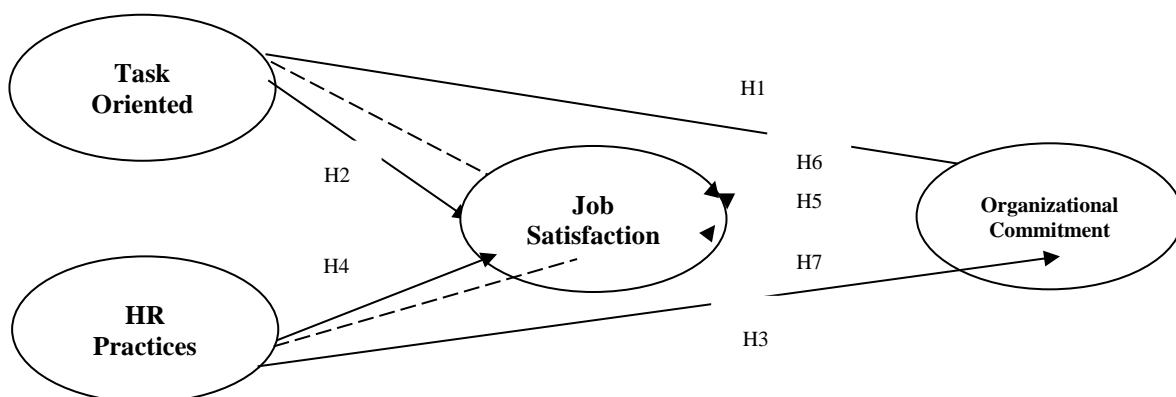


Figure 1: Conceptual Framework
 Source: Huynh dan Hua (2020), Soomro dan Shah (2019), Park dan Doo (2020)

According to Uraon and Gupta (2021), 165 employees who work in the public sector explain that task oriented to carry out roles well, so that can make employees feel happy when working in the company. According to Huynh and Hua (2020), leaders who have task oriented expect

employees to work efficiently in terms of quality standards and completion time of the task. The explanation above formulates hypothesis 1, namely:
H1: There is an effect of Task Oriented on Organizational Commitment.

Based on research according to Nanjundeswaraswamy (2021) in India explains that task oriented affects employee job satisfaction. Based on further research by Huynh and Hua (2020) that task-oriented leaders expect employees to work well on quality standards and on time to complete tasks. The explanation above formulates hypothesis 2, namely:
H2: There is an effect of Task Oriented on Job Satisfaction.

From the research survey of Park and Doo (2020) which conducted research on managers working in Korea, that there is an influence of HR Practice on Organizational Commitment. Based on this research showed the practice of Human Resources by promoting employees and supporting employee work. The explanation above formulates hypothesis 3, namely:
H3: There is an effect of HR Practice on Organizational Commitment.

According to Decha's research (2018) which was collected through a questionnaire survey 1028 employees from the largest companies in Thailand explained that Human Resources practices are used to shape employees to understand, think, and behave in the desired way to achieve the desired goals. From this practice, it produces job satisfaction which can be seen from all emotional orientations owned by employees. Then job satisfaction can create organizational commitment which can be seen from a sense of loyalty from within employees, the desire to work for a company, and build good relationships with company leaders (Huynh and Hua, 2020). The explanation above formulates hypothesis 4, namely:
H4: There is an effect of HR Practice on Job Satisfaction.

According to Valaei and Rezaei (2016) explained that job satisfaction refers to a pleasant emotional state resulting from employee job appraisals from a survey of 256 employees in information and communication technology companies. Furthermore, according to Park and Doo (2020) explaining that managers in Korea state that they support job satisfaction on organizational commitment because when employees are more satisfied with their work, employees are more likely to have high organizational commitment to their company. And according to research (Huynh and Hua, 2020). The explanation above formulates hypothesis 5, namely:
H5: There is an effect of Job Satisfaction on Organizational Commitment.

According to the explanation (Huynh and Hua, 2020) task oriented is carried out by managers working in Korea by giving work to employees and evaluating work positively. Furthermore, according to research by Ashraf (2020) at the University of Bangladesh that job satisfaction is considered to be more dynamic than organizational commitment, in fact both variables are very important in determining the direction of the mindset of employees towards the organization. Then hypothesis 6 can be formulated as follows:
H6: There is an effect of Task Oriented on the Organizational Commitment mediated by Job Satisfaction.

Ryu and Moon (2019) conducted a study using Corporate Human Capital stating that human resource development practices affect companies such as by increasing employee organizational commitment by showing concern and support for their employees. According to Sowmya and Palanichamy (2017) who conducted research on 450 employees in India stated that job satisfaction shows employees' perceptions of their work and organization, the more

employees show a high level of job satisfaction and commitment to the company the employee is not likely to leave his job. Then hypothesis 7 can be formulated as follows

H7: There is an effect of HR Practice on Organizational Commitment mediated by Job Satisfaction.

Methodology

This is a quantitative study, using a survey on mall and apartment security members in Jakarta. For data collection, a cross sectional method was used because the data was collected for a predetermined period of time by distributing questionnaires. The analysis method uses Structural Equation Modeling (SEM) with AMOS software.

In this study, there are four (4) variables used, two (2) independent variables (Independent Variables), namely task oriented and HR practices, one (1) intervening variable, namely job satisfaction, and one (1) dependent variable (dependent variable) namely organizational commitment. To measure task oriented using six statement items, job satisfaction using four statement items, organizational commitment using ten statement items, all of which were taken from a questionnaire in a previous research survey conducted by Huynh and Hua (2020). Meanwhile, to measure HR Practices using eighteen statement items taken from a questionnaire in a previous study conducted by Memon et al. (2021). The variables were measured using a Likert scale. Measurement with a Likert Scale from 1 shows strongly disagree up to 5 indicates strongly agree. The Likert scale is categorized into a certain arithmetic measurement scale that shows the rank and distance composition of the data collected from respondents (Sekaran and Bougie, 2016).

The sampling method used purposive sampling technique, namely sampling based on certain criteria, the selected sample was adjusted to the criteria of the research being conducted (Sekaran and Bougie, 2016). The sample of this research is 190 Members of Security mall and apartment in Jakarta which is West Jakarta, North Jakarta, and South Jakarta. The size of sample using the formula Hair et al., (2014) with the provision that the number of indicator items is multiplied by 5. Thus, $38 \times 5 = 190$.

Results and discussion

The results of filling out the questionnaire obtained data. The data is tested first to avoid measurement errors. The instrument tests carried out in this study include validity tests and reliability tests. From the results of the validity test, the 6 statement items used to measure the Task Oriented variable have a significant value > 0.45 . The 18 statement items used to measure the HR Practice variable have a significant value > 0.45 . The 4 statement items used to measure the Job Satisfaction variable have a significant value > 0.45 . The 10 statement items used to measure the Organizational Commitment variable also have a significant value > 0.45 , which means that all of the statements are valid, so they can be used in research. Meanwhile, from the reliability test results, it is known that the value of Cronbach's Alpha on the Task Oriented, HR Practice, Job Satisfaction, Organizational Commitment variables shows the Cronbach's Alpha value 0.60 so it is declared reliable. Indicates that the measuring instrument used is reliable or in other words, these variables are declared reliable and can be continued for research.

From the results of the Goodness of Fit test, it is known that the model used in this study meets the criteria of several indicators of model suitability. In other words, this research model is feasible and can be used for further testing, namely hypothesis testing.

Table 1: Goodness Fit Results

| Type of Measurement | | Value | Recommendation Limit | Conclusion |
|--------------------------|---------|-------|------------------------------|-----------------|
| Absolute fit measures | P-value | 0,000 | $\geq 0,05$ | Marginal Fit |
| | RMSEA | 0,069 | $\leq 0,08$ | Poor Fit |
| | GFI | 0,892 | $\geq 0,90$ or approaching 1 | Marginal Fit |
| Incremental fit measure | NFI | 0,926 | $\geq 0,90$ or approaching 1 | Goodness of Fit |
| | TLI | 0,952 | $\geq 0,90$ or approaching 1 | Goodness of Fit |
| | RFI | 0,905 | $\geq 0,90$ or approaching 1 | Goodness of Fit |
| | CFI | 0,963 | $\geq 0,90$ or approaching 1 | Goodness of Fit |
| Parsimonius fit measures | GFI | 0,843 | \leq GFI | Goodness of Fit |

Source: Data Processed Using AMOS 24

Characteristics of respondents based on gender show that there are more male members of the mall and apartment security members in Jakarta, where the number of male security members is 165 people with a percentage of 86.6%. This shows that there are more male security members compared to female security members because men have a stronger physique so they can secure the security of mall and apartment buildings and also carry out security duties and functions in the field of fostering security and order in the environment/workplace and work to the fullest until late at night (overtime).

Table 2: Categories of Respondents Based on Gender

| Gender | Frequency | Percentage (%) |
|--------------|------------|----------------|
| Male | 165 | 86,6% |
| Female | 25 | 13,2% |
| Total | 190 | 100% |

Source: Data Processed Using SPSS 25

Table 3: Categories of Respondents Based on Age

| Age | Frequency | Percentage (%) |
|---------------|------------|----------------|
| 19 – 25 years | 61 | 32,1% |
| 25 – 30 years | 73 | 38,4% |
| 35 – 40 years | 56 | 29,5% |
| Total | 190 | 100% |

Source: Data Processed Using SPSS 25

Based on the results of the questionnaires received from the respondents, it can be seen that mall and apartment in Jakarta have security members on average aged 25-30 years, totaling 73 members with a percentage of 38.4%. This is because at the age of 25-30 years, the performance of security members is still very productive, so they can increase their ability to improve security performance as a Security.

Table 4: Category of Respondents Based on Last Education

| Last Education | Frequency | Percentage (%) |
|----------------|------------|----------------|
| SMA/SMK | 122 | 64,2% |
| Diploma – 1 | 2 | 1,1% |
| Diploma – 3 | 12 | 6,3% |
| S1 | 54 | 28,4% |
| Total | 190 | 100% |

Source: Data Processed Using SPSS 25

From the data above, based on the characteristics of the respondents' educational background, it can be seen that the security members of the mall and apartment in Jakarta, most of the respondents are high school/vocational high school graduates with 122 security members with a percentage of 64.2%. This is because the minimum graduate requirement as a member who wants to apply to become a security is High School/Vocational School (SMA/SMK).

Table 5: Categories of Respondents Based on Income/wages

| Income | Frequency | Percentage (%) |
|-----------------------------|------------|----------------|
| >Rp 2.500.000 | 15 | 7,9% |
| Rp 2.600.000 – Rp 3.500.000 | 82 | 43,2% |
| Rp 3.600.000 – Rp 5.000.000 | 62 | 32,6% |
| >Rp 5.000.000 | 31 | 16,3% |
| Total | 190 | 100% |

Source: Data Processed Using SPSS 25

From the data above, based on the income characteristics of the respondents, it can be seen that members of the Security of the mall and apartment in Jakarta have characteristics of respondents with monthly incomes between an average of IDR 2,600,000 - IDR 3,500,000 as many as 82 members of Security with a percentage of 43.2%. This shows that most of salary for security members is still below the average minimum wage.

Table 6: Categories of Respondents Based on Income/wages

| Work Time | Frequency | Percentage (%) |
|---------------|------------|----------------|
| ≤ 1 – 2 years | 73 | 38,4% |
| 3 – 4 years | 43 | 22,6% |
| 5 – 6 years | 74 | 38,9% |
| Total | 190 | 100% |

Source: Data Processed Using SPSS 25

From the results of testing the questionnaires that have been received from the respondents, it can be seen that the security members of mall and apartment in Jakarta that the respondents in this study have worked for a period of 5-6 years consisting of 74 members of security members with a percentage of 38.9%. This is because most of the security members are aged 25-35 years who are still categorized as old members who persist in their work and on average are very committed and loyal to the company and their work.

The results of the statistical descriptive analysis are shown in the table below, namely:

Table 7: Descriptive Statistics Variable

| Variable | Mean | Std. Deviation |
|---------------------------|--------|----------------|
| Task Oriented | 3.9772 | 0.87340 |
| HR Practices | 3.8629 | 0.86401 |
| Job Satisfaction | 3.7474 | 0.93569 |
| Organizational Commitment | 3.9063 | 0.83382 |

Source: Data Processed Using SPSS 25

From the statistical descriptive results for the Task Oriented variable, it is known that the average value is 3.9772. This shows that members of the mall and apartment security members in Jakarta confirm that there is a Task-Oriented that helps security members identify the work that must be done to achieve the goal. While the standard deviation value for task oriented is 0.87340 this shows that respondents' responses are quite varied.

From the statistical descriptive results for the HR Practice variable, it is known that the average value is 3.8629. This shows that the average respondent is said to quite agree that HR working within the company or organization is responsible for managing employees. The assessment must have a work-related relationship, namely by truly assessing the behavior or work of the security members. While the value of the standard deviation of HR Practice is 0.86401, this shows that the respondents' responses are quite varied.

From the statistical descriptive results for the Job Satisfaction variable, it is known that the average value is 3.7474. This shows that the average respondent quite agree with job satisfaction. Security members feel quite satisfied with the tasks that have been given and there is no feeling of being forced to do the work. While the value of the standard deviation of job satisfaction is 0.93569, this shows that respondents' responses are quite varied.

From the statistical descriptive results for the Organizational Commitment variable, it is known that the average value is 3.9063. This shows that members of the mall and apartment security are quite committed to the company and their work. The existence of a high commitment to employees will make employees avoid negative organizational behaviors, for example truancy, leaving working hours and even moving to other companies. While the value of the standard deviation of organizational commitment is 0.83382, this shows that the respondents' responses are quite varied.

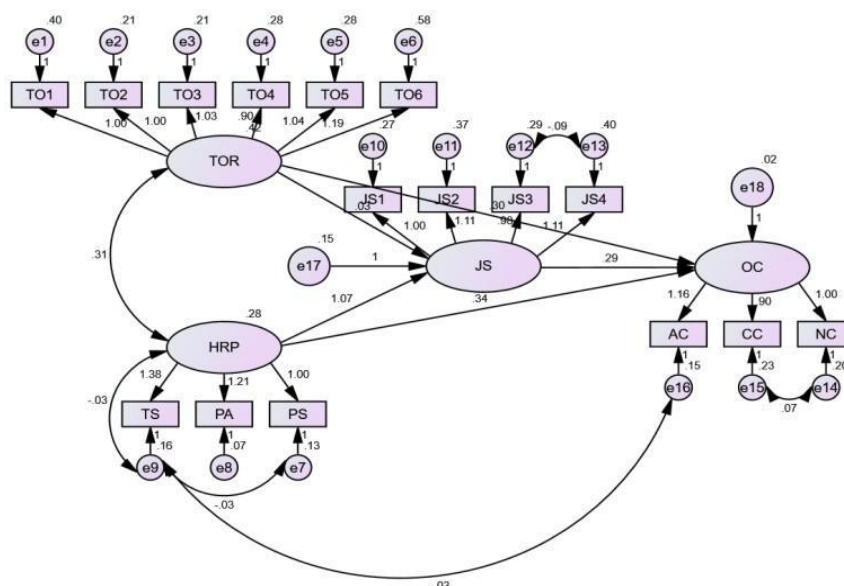


Figure 2: SEM Output Model

Table 8: The Hypothesis Results Test

| Hypothesis | Estimates | p- value | Decision |
|--|-----------|----------|---------------|
| H1: Task Oriented affects Organizational Commitment. | 0,347 | 0,020 | Supported |
| H2: Task Oriented affects Job Satisfaction. | 0,028 | 0,890 | Not Supported |
| H3: HR Practice affects Organizational Commitment. | 0,322 | 0,076 | Not Supported |
| H4: HR Practice affects Job Satisfaction | 0,807 | 0,000 | Supported |
| H5: Job Satisfaction affects Organizational Commitment | 0,362 | 0,000 | Supported |
| H6: Task Oriented affects Organizational Commitment mediated by Job Satisfaction | 0,129 | 0,897 | Not Supported |
| H7: HR Practice affects Organizational Commitment mediated by Job Satisfaction | 2,456 | 0,014 | Supported |

Source: Data Processed Using AMOS 24

Based on the hypothesis test results, the first hypothesis can be supported. These results are in line with research by McMurray et al., (2010) which states that leaders who have a focus on task oriented and focus on specific jobs really expect workers on their teams to work well and complete work on time as directed, thereby increasing the workload or tension among employees. Although organizational commitment is contrary to management strategy, on the other hand organizational commitment is very important and provides benefits as part of management strategy. That the role of the security manager is quite good by carrying out his duties such as in direct inspection in the field to ensure security, order, a sense of security and comfort in all areas of the mall and apartment. So that it makes security members feel at home with the company and the implementation of the work done by the security manager.

Based on the results of testing the second hypothesis, there is no effect of Task Oriented on Job Satisfaction. Referring to the research results of Yiing and Ahmad (2009), that the main mission of a leader is to achieve certain targets that have been targeted and provide clear directions so that all work can be completed properly. That the role of security managers in the company has a fairly good task oriented by providing tasks and policies in accordance with company regulations for security members but security members are not satisfied with wages, positions or higher positions do not get any difference with other security.

Based on the results of testing the third hypothesis, there is no effect of HR Practice on Organizational Commitment. This is related to the research of Schneider (2001) that the influence of HR Practice cannot have a positive impact on the organization and individuals in it, for example HR Practice does not provide positive support to the organization. That the role of HR Practice carried out by the company for security is meeting the security needs for training that supports work, such as providing several security trainings, namely firstly basic training (Gada Pratama) this is mandatory basic training for prospective security members, secondly supervisor training (Gada Madya) this is an advanced training for security members who already have the Gada pratama qualification, and the security manager training (Gada Utama) is a manager level training, namely the chief security office. The role of HR Practice in the organization is not enough to motivate security members to face their duties and responsibilities, and to be more committed to their company.

Based on the test results, the fourth hypothesis is supported. Kaplan and Bickes (2013) in their research stated that efforts to change employee behavior to work more productively and

improve personal aspects of workers can influence organizational and individual development in work patterns, so as to create commitment and not have too much impact on job satisfaction within the organization (Idris and Manganaro, 2017). An organization with the psychological influence of HR practice often produces jobs with positive results and is more satisfied in the existing job situation (Bergheim et al., 2015). In addition, the creation of HR Practical to create hope and hard work can have an effect on job satisfaction (Nguyen and Ngo, 2020). HR Practices have a positive influence on job satisfaction in the organization, this illustrates that security members get the appropriate rights and obligations in the form of salary provided by the company.

Based on the test results, the fifth hypothesis can be supported. In line with research released by Yiing and Ahmad (2009), workers who are not satisfied with their work will have low commitment and always look for ways to quit their jobs. Furthermore, Al-Sada et al. (2017) revealed that job satisfaction has a positive relationship to organizational commitment. This is related to some security members who have job satisfaction with the wages received and security members also have an interest in their current job, learning opportunities, and opportunities to develop responsibilities in the company, this makes security members committed and not willing to move to other companies.

Based on the sixth hypothesis testing, there is no effect of Task Oriented on Organizational Commitment mediated by Job Satisfaction. Research can be supported by Hernanta and Ratmawati (2018) that there is no effect of Task Oriented on Organizational Commitment. Sudarmadi (2007), revealed that task oriented can not affect work commitment in the organization, where it is known that there is no mediation of job satisfaction. This is related to the fact that the Task Oriented given to security mediated by Job Satisfaction has no effect on Organizational Commitment, thus influencing security members to have job satisfaction and increase their commitment to their work not to leave their current job. Regarding the wage system applied by the company to security members, this is what makes these security members less satisfied and feels like resigning from their jobs.

Based on the test results, the seventh hypothesis can be supported. This is in line with the research of Leonardo and Yanuar (2020) that there is a positive influence of HR Practice on organizational commitment mediated by job satisfaction. If the regulations in a company or organization sound interesting and good, then the satisfaction that will be felt by employees will increase, especially if the skills provided are in accordance with the wishes of the employees, so as to increase organizational commitment. Sowmya and Panchanatham (2011) also found a strong relationship between job satisfaction and organizational commitment, which states that employees with a high level of job satisfaction will have a high commitment to the company, besides HR Practical also relates job satisfaction and organizational commitment (Hasanbasri, 2007). This is related to the role of HR Practices that affect the organizational commitment of security members with the existence of career paths in the company, as well as awards for security who have good performance. This makes job satisfaction mediation security members have a commitment in carrying out their work.

Conclusion

The results of this study resulted in the following conclusions:

1. Task oriented has a positive influence on organizational commitment as evidenced by the presence of security members who are committed to carrying out work, solving problems, and monitoring tasks assigned by the company.
2. Task oriented does not have a significant effect on job satisfaction, it can be seen from the dissatisfaction of security members in the company's management system related to the division of work tasks in the field.
3. HR Practices do not have a significant effect on organizational commitment. It can be seen from the results of the study that the lack of motivation given by HR Practices to the

organization, thus making security members not motivated to work and carry out their duties.

4. HR Practices have a positive influence on job satisfaction, this illustrates that security members get the appropriate rights and obligations in the form of salary provided by the company.
5. Job satisfaction has a positive influence on organizational commitment. From the research results obtained that security members can carry out their commitments to work well, this can also be seen from the appropriate salary given by the company to security members.
6. Job satisfaction does not mediate the effect of task oriented on organizational commitment, but task oriented has a positive effect on organizational commitment. This can be seen from the results of the research that task oriented security managers provide motivation, and goals in carrying out the duties of security members, but job satisfaction of security members does not strengthen their organizational commitment.
7. Job satisfaction mediate the effect of HR Practices on organizational commitment. This can be seen from HR Practices that affect the organizational commitment of security members with the existence of career paths in the company, as well as awards for security who have good performance. This makes the job satisfaction of security members then committed to carrying out their work.

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WEBSITE:

<https://www.idxchannel.com/economics/properti> (downloaded on January 1st 2022)

Task Oriented:

- 1 My manager assigns work to groups or individuals.
- 2 My manager clarifies role expectations and task objectives.
- 3 My manager directs and coordinates work unit activities.
- 4 My manager explains the rules, policies and standard operating procedures.
- 5 My manager plans short-term business activities.
- 6 My manager is able to increase the efficiency achieved within the company

HR Practice:**Training Satisfaction**

- 1 Overall, on-the-job training can be used in my job.
- 2 Overall, the training I received on the job met my needs.
- 3 Overall, I am satisfied with the amount of training I received on the job.
- 4 In general I can use what I learn at work.

Performance Appraisal

- 5 My performance rating represents a fair and accurate picture of my job performance.
- 6 I accept and feel satisfied with the results of the performance appraisal conducted by the leadership.
- 7 I feel happy with the evaluation of the work carried out by the leadership.
- 8 The work goals that I have to achieve are clear.
- 9 Leaders let me choose the goals I want to achieve.
- 10 The most important part of my job is emphasized in my performance appraisal.
- 11 The leader and I agree on the assessment of the work done
- 12 I know the standard of work to assess work results.

Pay Satisfaction

- 13 I am satisfied with my current salary.
- 14 I am satisfied with the way my raise is determined.
- 15 I am satisfied with the difference in salary levels between jobs in the company.
- 16 I am satisfied with my overall salary level.
- 17 I am satisfied with my pay for the effort I have to put in.
- 18 I am satisfied with my salary compared to similar jobs in other companies.

Job Satisfaction:

- 19 I really enjoy working in the company.
- 20 I like it when I can solve work problems without the help of other coworkers.
- 21 I am happy with the salary I received when I worked for the company.
- 22 In general, I am happy with the job I currently have.

Organizational Commitment:**Affective Commitment**

- 23 I really feel as if this organizational problem is my own.
- 24 This organization means a lot personally.

- 25 I am very happy if I have a better career in the company.
- Continuance Commitment**
- 26 Difficult for me to leave my current organization, even if I want to find a job in another company
- 27 I would be very disturbed if I decided to leave my current organization.
- 28 One of the few negative consequences when I left this organization.
- Normative Commitment**
- 29 I will feel guilty if I leave my organization now
- 30 This organization deserves my loyalty.
- 31 I will not leave my current organization because I have obligations to other coworkers.
- 32 I feel indebted to the company I work for.