

Impact of Organizational Culture and Organizational Commitment to Employee Performance through Job Satisfaction in Digital Era

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Abstract

The purpose of this research is to determine the condition and performance of the organization on employee performance through job satisfaction at PT. PEB Batam. The research method uses descriptive analytical method, this type of research is descriptive and descriptive, namely this research is descriptive explanative. The population of this research is all administrative employees of PT. PEB Batam is 154 employee. The sample of this research was 154 employee at PT. PEB Batam. The sampling technique uses a census. Data was collected with a list of questions in the questionnaire and documentation research. To process data counting, this research uses a path of analysis, processing data using IBM SPSS computer program ver. 23. The results of this research revealed that there are significant and positive impacts, directly all dependent variables on the independent variables, this research found an indirect impact between organizational commitment on employee performance through job satisfaction, organizational culture impact on performance through job satisfaction, data analysis provides a direct effect of variable Organizational culture towards employees through job satisfaction.

Keywords: Organizational Culture, Organization Commitment, Job Satisfaction, Job Performance.

Introduction

The role of humans in an organization is very important in its position as one of the resources, because the company's success in achieving its goals is not only determined by the amount of company capital and sophisticated and adequate equipment, but also largely determined by the performance of the employees in the company. The current position of human resources is not only as a means of production but also as a driver and determinant of the ongoing production process and all activities of the company. Human resources have a big contribution in determining the progress or development of the company.

One of the factors that affect employee performance in a company is organizational culture, where these factors are closely related to improving employee performance, because with the creation of a good organization culture and supported by cooperation with fellow employees, results will be achieved that can improve work performance employee (Tika, 2008). Besides organizational culture, organizational commitment and job satisfaction contribute greatly to influencing performance. To be able to carry out their duties and responsibilities, employees are required to have work commitments. The company must also strive to improve communication, pay attention to complaints and needs of employees so that employees feel satisfied at work, in the hope that employees will perform better. Organizational culture is one of the significant factors of employee satisfaction (Moynihan & Pandey, 2007).

The performance of employees who work at PT. PEB Batam are still not satisfied, so this research is directed to examine and analyze the impact of organizational culture, organizational commitment and on employee performance through job satisfaction.

Methods

The research was conducted to obtain information about the influence of organizational culture and organizational commitment on performance through employee job satisfaction at PT. PEB Batam Referring to the research objectives, this research is descriptive. The descriptive research aims to describe the characteristics of the variables that are examined empirically. In accordance with its nature, the research method used is explanatory namely a method that aims to explain the causal relationship between variables through testing hypotheses. The research data collection process was carried out indirectly, namely through the dissemination of research instruments in the form of questionnaires. The respondents of this research were the employees of PT. PEB Batam. The information and the research data that were collected were ordinal scale data, which then for data processing requirements using Path Analysis which was converted into interval scale data and by using statistical techniques, *Method of Successive Intervals*.

The population of this research was the employees of PT. PEB Batam, which consisted of 154 people. The sample taken in this research was taken from the entire population of 154 respondents. To clarify the limitations of the variables studied, it is necessary to provide operational definitions of the variables as follows:

1. Organizational culture has indicators:
 - a. Professionalism is a measure of skills possessed by workers in the organization.
 - b. Leadership, which is the level of involvement of superiors on problems outside of work experienced by subordinates.
 - c. Trust to co-workers, which is the interaction that is built up between the workers in the organization.
 - d. Regularity, namely the working environment conditions that indicate the existence of rules or provisions that must be obeyed by members of the organization.
 - e. Conflict, which is the existence of conflict and disharmony in an organization that causes discomfort in work.
 - f. Integration, which is a climate formed in organizations where workers feel they have a strong bond in the organization.
2. Organizational Commitments have indicators including:
 - a. Affective commitment, related to the desire to be emotionally bound to the organization, identification and involvement based on the same values.
 - b. Continuance Commitment, commitment is based on awareness of the costs that will be borne if you do not join the organization.
 - c. Normative Commitment, commitment based on the feeling of being obliged as a member or employee to stay because of the feeling of debt. Here also occurs the normalization of norms.
 - d. Personal factors, such as age, gender, level of education, work experience and personality.
 - e. Job characteristics, such as the scope of work, challenges in work, role conflict, level of difficulty in work.
 - f. Characteristics of the structure, for example the size of the organization, the form of the organization, the presence of the labor union, and the level of control the organization carries out for employees.

- g. Work experience. An employee's work experience greatly influences the level of employee commitment to the organization.
- 3. Job Satisfaction has indicators, they are:
 - a. The work itself, it means that a job can give its workers interesting tasks, opportunities for learning, and opportunities to accept or gain responsibility.
 - b. Salary, which is regard to the provision of compensation in the form of compensation for the money received and the extent of the balance when compared with other colleagues in the organization.
 - c. Promotion, which is the process of transferring employees from one level to another higher level and always followed by higher duties, responsibilities and authority than previously occupied positions.
 - d. Supervisor, which is that attention to employees is measured based on how much the supervisor attaches importance to the individual's interests in employee welfare.
 - e. Collaboration, which is mutual support between friendly and easy-to-work colleagues who are a source of simplicity.
- 4. Performance has indicators, they are:
 - a. Quality, including the precision of accuracy, neatness in carrying out tasks, or maintaining work tools and the ability to do work.
 - b. Work quantity, including output or output and work targets in the quantity of work.
 - c. Reliability, the ability of employees to be assessed about something related to work duties and procedures, the use of work tools and technical work.
 - d. Collaboration or work relationships that are based on employee attitudes toward fellow coworkers and employee attitudes toward superiors, and then accept changes in work.
 - e. Responsibilities and work initiatives that are carried out if employees have ideas and dare to express and can account for every work done.

The data used in this research were primary data by distributing questionnaires to the respondents which has involved in this research. The questionnaire method is used to get the data according to needs and by asking questions to the respondents to get the answers that are appropriate to the situation of the respondent. The data analysis were carried out through various tests, they are validity test, reliability test, and classical assumption test. To test the indirect effect, the path analysis method was used. All data analysis use Regression with the SPSS Program.

Results and Discussion

Data Description

The descriptive analysis aims to provide a general, factual and accurate description of the results of the research conducted. The results of the questionnaire distributed to 154 respondents in PT. PEB Batam for each variable of Organizational Culture, Organizational Commitment, Job Satisfactory and Performance.

Hypothesis Testing

The interpretation of Organizational Culture and Competence on work motivation as shown below:

Table 1 Simultaneous Test Results of Organizational Culture Variables, Organizational Commitments and Job Satisfaction

Model		Sum of Squares	Df	Mean Square	F	Sig
1	Regression	1582.197	2	791.099	136.496	.000
	Residual	875.161	151	5.796		
	Total	2457.357	153			

Based on the Table 1 ANOVA calculation of SPSS significant value of F count of 136.496 is greater than F table (2.66) and with α smaller than 5% or 0.05. From the significant results of $0.000 < 0.05$, it means that the second hypothesis H_0 is rejected and H_i is accepted, so it can be concluded that there is a simultaneous relationship between organizational culture variables (X_1), and organizational commitment variables (X_2) on job satisfaction (Y).

Table 2 Simultaneous Test Results of Organizational Culture, Organizational Commitment, and Performance

Model		Sum of Squares	Df	Mean Square	F	Sig
2	Regression	385.644	2	192.822	24.952	.000
	Residual	1210.570	151	8.917		
	Total	1596.214	153			

The result of Anova revealed that the calculated F value was 24,052 with a degree of freedom (df) regression of 3 and the df value of the residual was 150, so the value of F-table at the 5% significance level ($\alpha = 0, 05$) which is 2.66. From the significant results of $0.000 < 0.05$, it means that the first hypothesis of H_0 is rejected and H_i is accepted, so it can be concluded that there is a simultaneous relationship between the variables of organizational culture (X_1), and variables of organizational commitment (X_2) on employee performance (Z).

Table 3 Simultaneous Test Results of Organizational Culture Variables, Organizational Commitments, Job Satisfaction and Performance

Model		Sum of Squares	Df	Mean Square	F	Sig
3	Regression	847.528	3	292.509	56.691	.000
	Residual	748.696	150	4.991		
	Total	1596.214	153			

Based on Anova table of SPSS calculation, the significant value of F count is 56,601 greater than F Table 3 and with α smaller than 5% or 0.05. From the significant results of $0.000 < 0.05$, it means that the third hypothesis of H_0 is rejected and H_i is accepted, so it can be concluded that there is a simultaneous relationship between organizational culture variables (X_1) and organizational commitment variables (X_2), as well as job satisfaction (Y) on performance (Z). After testing the classical assumption of multiple regression, it is the test for normality, multicollinearity and heterokedascity, and the path analysis will be carried out. The perspective of the path analysis model in this research is:

1. Model path equation I: $Y = p_1X_1 + p_2X_2 + e_1$

2. Model equation line II: $Z = p_3X_1 + p_4X_2 + p_5Y + e_2$

From the results of the data processing and analysis in the figure above, the conclusions can be drawn as follows:

1. The direct impact analysis between variables X_1 to Y , X_2 to Y , X_1 to Z , X_2 to Z and Y to Z is significant by looking at the sig value of each of these variables is less than 0.05. This means rejecting H_0 and accepting H_1 .
2. Analysis of direct, indirect and total variables X_1 to Z through Y :
 - a. The direct effect X_1 to Z : Seeing from the regression coefficient X_1 to Z , p_3 is 0.416.
 - b. Indirect effects (indirect effects) X_1 and Z through Y : Seeing from the multiplication between regression coefficients X_1 to Y with the regression coefficient Y to Z , it is $p_1 \times p_5 = 0.334 \times 0.594 = 0.1984$
 - c. Total effect X_1 to Z : seeing from the value of direct influence + indirect effect = $0.416 + 0.1984 = 0.6144$
 - b. The hypothesis: X_1 affects Z through Y , the real effect is direct. Because the value of the influence is not directly smaller than the value of the direct influence ($0.1982 < 0.416$).
3. Analysis of the direct, indirect and total effects of the variable X_2 on Z through Y :
 - a. Direct effect X_2 to Z : Seeing from the regression coefficient X_1 to Z , p_4 is 0.071.
 - b. Indirect effects (indirect effects) X_2 and Z through Y : Seeing from the multiplication between the regression coefficients X_2 to Y with the regression coefficient Y to Z , namely $p_2 \times p_5 = 0.599 \times 0.594 = 0.3558$
 - c. Total effect X_2 to Z : has seen from the value of direct impact + indirect effect = $0.071 + 0.3558 = 0.4268$
 - d. The hypothesis: X_2 affects Z through Y , the real impact is direct. Because the impact value is not directly greater than the value of the direct impact ($0.3558 > 0.071$).

Conclusions

From the discussions carried out, there are several conclusions can be drawn:

1. There is a positive and significant impact of organizational culture on job satisfaction. Significant value of organizational culture variable = 9.316 is greater than 1.656. Coefficient value is 0.435 which means that 43.5% of employee job satisfaction is influenced by organizational culture, while 56.5% is influenced by other variables outside the research model, this is in line with the results of research by Bellou (2010), Bigliardi and Galati (2012), Alvi, et al (2014), Rastegar (2012) Sharma (2017), Rachmaliya (2017), Adyanto, et al. (2018), Carvalho (2018), and Ilham (2018).
2. There is a positive and significant impact on organizational commitment to job satisfaction. Significant value of organizational commitment variable = 10,547 is greater than 1,656. Coefficient value is 0.209 which means that 20.9% of employee job satisfaction is influenced by organizational commitment, while 79.1% is influenced by other variables outside the research model. This result of the research in line with the results of research by Ojo (2009), Alvi et al (2014), Rachmaliya (2017), Adyanto, et al. (2018), Carvalho (2018).
3. There is a positive and significant impact on organizational culture on performance. Significant value of organizational culture variable = 3.182 is greater than 1.656. Coefficient value is 0.191 which means that 19.1% of employee performance is influenced by organizational culture, while 80.9% is influenced by other variables outside the research model. This result of the research in line with the results of research by Rachmaliya (2017), Adyanto, et al. (2018), Ilham (2018).
4. There is a positive and significant impact on organizational commitment to performance. Significant value of organizational commitment variable = 5.046 greater than 1.656. Coefficient

value is 0.051 which means that 5.1% of employee performance is influenced by organizational commitment, while 94.9% is influenced by other variables outside the research model. This result of the research is in line with the results of research by Syauta, et al (2012), Rachmaliya (2017), Adyanto, et al. (2018).

5. There is a positive and significant impact on job satisfaction on performance. Significant value of job satisfaction variable = 12.518 is greater than 1.656. Coefficient value is 0.508 which means that 50.8% of employee performance is influenced by job satisfaction, while 49.2% is influenced by other variables outside the research model. This result of the research is in line with the results of research by Syauta, et al (2014), Rachmaliya (2017), Carvalho (2018), Adyanto, et al. (2018), Ilham (2018).
6. Indirectly there is no significant impact of organizational culture on performance through job satisfaction, namely indirect influence of 0.1982 which is smaller than the direct influence of 0.416. This result of the research isn't in line with the result of the research by Syauta, et al (2014), Rachmaliya (2017), Adyanto, et al. (2018).
7. There is a significant impact of organizational commitment on performance through job satisfaction, namely indirect impact of 2.946 which is smaller than the direct effect of 0.071. This result of the research isn't in line with the result of the research by Qureshi (2011), Rachmaliya (2017), Adyanto, et al. (2018).

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