

The Influence of Organizational Culture, Job Satisfaction and Organizational Commitment on Employee Performance in Padang Panjang City Government

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Abstract

The purpose of this study to analyze the effect of of Organizational Culture, Job Satisfaction and Organizational Commitment on Employee Performance in Padang Panjang City Government. This type of research includes quantitative research specifically this research wants to see about the influence of Organizational Culture, Job Satisfaction and Organizational Commitment to performance. As for the population or the object of this study are employees of the State Civil Service in the Padang Panjang City Government. The sampling method used for this research is proportional random sampling with a total sample of 272 respondents. The results show: (1) organizational culture, job satisfaction, organizational commitment, has a positive and significant effect on employee performance; (2) organizational culture and job satisfaction has no significant positive effect on organizational commitment Employees; (3) Organizational Culture has a positive and significant influence on Employee Performance mediated by Organizational Commitment; (4) Job Satisfaction has a positive and significant influence on employee performance mediated by Organizational Commitment

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

Introduction

Employee performance factors are the key to the progress and success of public organizations in providing services to the community, the performance of the organization is essentially a result of work requirements that must be met by qualified employees (Indiriani and Waluyo, 2012). Performance according to Bangun (2012) is the result of work obtained by someone in accordance with the requirements of the work. In the work there are certain requirements to be carried out in order to achieve the goal which is called the work standard. Organizations can determine whether or not employee performance is good by comparing the results of an individual's job acquisition by comparing his performance standards. When the performance of employees is good, the easier it is for organizations to achieve organizational goals.

According to Luthans (2006: 102) factors that influence employee performance are compensation, salary, leadership, work commitment, work environment, organizational culture, involvement in the organization and work discipline. Furthermore, according to Hessel (2007) the factors that influence employee performance are motivation, organizational culture, compensation, leadership, job satisfaction, discipline, work environment and organizational commitment.

To be able to improve employee performance need to know the factors that affect performance according to Nathania (2018), organizational culture, job satisfaction has a strong influence on performance, organizational commitment also has a strong influence on performance. This opinion is also supported by Fauzi (2016) and Taurisia (2012).

According to Tampubolon (2008) organizational culture can be described as an outfit for an organization where the clothes are suitable, attractive, and beautiful so the elements that see the relationship with the organization will be able to provide an assessment of the clothing. Organizational culture can help glue each member to the system that the organization uses.

Mathis (2004) states that job satisfaction is a positive emotional state from one's work

experience. In the work will be reflected every individual attitude forms of job satisfaction. The level of satisfaction will vary from each individual based on the values that apply within him. There are aspects in the work that are in accordance with the wishes of the individual, and then the perceived job satisfaction is increasing, according to Robbins and Coulter (2010).

The factor that is so important for increasing employee performance is a good commitment not just a passive loyalty but always involved in active relationships in related organizations. According to Robbins and Coulter (2010), what is called organizational commitment is the degree to which an individual identifies himself with a particular organization and its goals and has a desire to stay in the organization where he is.

Wibowo (2014) argues that commitment is basically individual, an attitude that is owned by each individual who is in an organization, while organizational commitment is the feeling, attitude and behaviour of a person who identifies himself as a part of an organization, is involved in the process of organizational activities, and loyal to the organization in achieving a goal set by the organization. Employees who have organizational commitment tend to be similar in organization, proud of the organization, follow organizational policy so that the resulting performance is quite good.

Poor performance will certainly affect the progress of the organization in achieving the goals that have been planned in advance by members of the organization and its leaders and reduce the ability of the organization to obtain and maintain reliable HR in providing services to the people who need it.

Based on the phenomena and observations of the authors in the field, regarding the performance of several employees in the Padang Panjang City Government, the authors are interested in conducting research and taking the title "The Influence of Organizational Culture, Job Satisfaction and Organizational Commitment to Employee Performance in Padang Panjang City Government"

Methods

This type of research includes quantitative research specifically this research wants to see about the influence of Organizational Culture, Job Satisfaction and Organizational Commitment to performance. In other words, this study includes causative research that looks at the effect of independent variables on the dependent variable. As for the population or the object of this study are employees of the State Civil Service in the Padang Panjang City Government. The sampling method used for this research is proportional random sampling with a total sample of 272 respondents. The analysis technique used in this study is mediation regression analysis.

Results and Discussion

Instrument Testing Results

This research instrument is arranged based on the indicators of each variable, based on the method of preparing a good questionnaire item. Statement items have been prepared in accordance with the lattice of instruments that are analyzed rationally. Before conducting the research, the writer first conducts an instrument to obtain valid and reliable instruments in the questions. Table 1 is the result of the research instrument trial.

Based on the results of the trial research shows there are 8 invalid statements in the test instrument because $r \text{ count} < r \text{ table}$ at 30 respondents (0.361) so that the statement is issued in the research instrument.

Table 1 Instrument Testing Result

No.	Variable	r count	Cronbach's Alpha	Results
1	Performance	0.119 - 0.660	0.790 - 0.835	3 invalid statements; 12 valid statements
2	Organizational commitment	0.146 - 0.706	0.795 - 0.829	3 invalid statements; 9 valid statements
3	Organizational culture	-0,381 - 0,860	0.916 - 790	1 invalid statement; 10 valid statements
4	Job satisfaction	0.291 - 0.843	0.912 - 0.927	1 invalid statement; 18 valid statements

Source: Results of data analysis, 2018

Result

Organizational Culture has a positive and significant influence on the Performance of the Long Field City Government Employees

Based on the results of research analysis, organizational culture has a positive and significant influence on the performance of City Government Employees Padang Panjang. This is seen from the significance value of the organizational culture of 0.002 which is less than 0.05. So the first hypothesis is accepted. This means that Organizational Culture influences or contributes to the Performance of City Government Employees Padang Panjang.

Organizational culture can encourage or reduce employee performance, depending on the nature of values, beliefs, and adopted norms. According to Armstrong (2006), organizational culture or corporate culture are values, norms, beliefs, attitudes and assumptions that are a form of how organizational people behave and do things that are normally done. Organizational culture is a system of values that are believed by all members of the organization and which are studied, implemented, and developed continuously, functioning as an adhesive system, and can be used as a reference for behaviour in the organization to achieve the stated goals, so that directly or indirectly has an influence on organizational performance.

Tanuwbowo and Sutanto (2014) in their research resulted in the conclusion that organizational culture is positively related to employee performance. The research was also supported by Kosasih's (2014) research which concluded that organizational culture and organizational commitment had a positive and significant effect on performance both partially and simultaneously. Some of the results of other previous studies show that organizational culture has an effect on performance such as research by Ahmed (2014), Ahmad (2012), and Awadh (2013).

Job Satisfaction has a positive and significant influence on the Performance of Padang Panjang City Government Employees

Based on the results of research analysis, job satisfaction has a positive and significant influence on the performance of City Government Employees Padang Panjang. This is seen from the value of the significance of job satisfaction of 0.005 which is less than 0.05. So the second hypothesis is accepted. That is job satisfaction give influence or contribution to the Performance of City Government Employees Padang Panjang.

Taurisia (2012) in his research concluded that there was a positive and significant relationship between job satisfaction and employee performance. The research was also supported by Fauzi (2016) who concluded that there was a positive and significant influence between job satisfactions on employee performance. Some of the results of other previous studies show that job satisfaction influences performance like research by Saranya (2014), Inuwa (2016), and Alajlouni (2015).

Organizational Commitment has a positive and significant influence on the performance of Padang Panjang City Government employees

Based on the results of research analysis, organizational commitment has a positive and significant influence on the performance of City Government Employees Padang Panjang. This is seen from the significance value of job satisfaction of 0,000 which is less than 0.05. So the third hypothesis is accepted. This means organizational commitment give influence or contribution to the Performance of City Government Employees Padang Panjang.

Soekijan (2009), "explained that in general a strong commitment to the organization was proven, increased job satisfaction, reduced absenteeism and improved employee performance". So between organizational commitment and performance there is an influence where good performance is certainly motivated by a strong commitment. Poor organizational commitment does not produce high performance.

The above opinion is supported by Tanuwibowo and Sutanto's research (2014), which concludes that organizational commitment, is positively related to employee performance and is also supported by Nathania's research (2018), which concludes that organizational commitment has an influence on employee performance both partially and simultaneously. Some of the results of other previous studies show that organizational commitment has an effect on performance such as the results of Memari (2013), Syauta (2012), and Metin (2018).

Organizational Culture has a positive and significant influence on Organizational Commitment

Based on the results of research analysis, organizational culture has no significant positive effect on organizational commitment of the City Government Employees Padang Panjang. This is seen from the significance value of the organizational culture of 0.375 which is greater than 0.05. So the fourth hypothesis is accepted. This means organizational culture no effect or contribution to the organization commitment City Government Employees Padang Panjang.

Organizational commitment is also related to organizational culture. According to Robbins and Judge (2008), one of the specific results of a strong organizational culture is a decrease in employee turnover. Harmony between the goals achieved between employees and the organization through culture will build an organizational commitment in employees.

Thus it can be concluded that organizational culture has a positive and significant influence on organizational commitment. A strong organizational culture will have a competitive nature; a strong culture will also greatly help the success of the organization by guiding behaviour to give meaning to its activities to have high commitment.

The above opinion is supported by the research of Taurisia and Ratnawati (2012), in his research concluded that there is a positive and significant relationship between organizational culture and organizational commitment. The research was also carried out by Fauzi, Warso and Haryono (2016), which concluded that there was a significant influence between organizational culture and organizational commitment. It is important to make individuals work and encourage to be responsible for their work, so that they feel useful, grow satisfaction in work. Several other previous research results show that organizational culture influences organizational commitment such as research by Alvi (2014), Mitic (2016), and Shoaib (2013).

Job Satisfaction has a positive and significant influence on organizational commitment

Based on the results of research analysis, job satisfaction has a positive and significant influence on the commitment of the City Government Employees Padang Panjang. This is seen from the value of the job satisfaction significance of 0.019 which is less than 0.05. So the fifth hypothesis is accepted. This means job satisfaction gave influence or contribution to the commitment of the City Government Employees Padang Panjang.

According Sudarmanto (2009) stated that a strong organizational commitment to the organization will facilitate the organization's leadership to move the human resources that exist in implementing the vision and mission, and achieve organizational goals. Organizational

commitment is important to make individuals work and encourage to be responsible for their work, so that they feel useful, and will develop a sense of satisfaction in work.

The opinion above, supported by Logahan and Aesaria (2013) research in his research resulted in the conclusion that organizational culture influences simultaneously on organizational commitment. Also supported by Fauzi, Warso and Haryono (2016) found that there was a positive and significant influence between job satisfaction and organizational commitment. Some other previous research results show that job satisfaction influences organizational commitment such as research by Suma (2013), Shamaa (2015), and Leigh (2016)

Organizational Culture has a positive and significant influence on Employee Performance mediated by Organizational Commitment

Based on the results of research analysis, Organizational Culture has a positive and significant influence on Employee Performance mediated by Organizational Commitment. So the sixth hypothesis is accepted. This means organizational culture give influence or contribution to the Performance of City Government Employees Padang Panjang if employees have organizational commitment.

Organizational Culture will also influence the commitment of employees in the organization, the organization is committed to people who are willing to give something from themselves as a contribution to the good of the organization and are committed to the organization influencing performance (Purnama, 2013). This commitment is a contribution from an employee to the organization where he works because of the organizational culture that acts as one of the triggers of the growth of organizational commitment.

This is consistent with the research conducted by Ferry Yulian (2015) who concluded that the better the organizational culture will indirectly improve employee performance if employee organizational commitment increases as well.

Job Satisfaction has a positive and significant influence on employee performance mediated by Organizational Commitment

Based on the results of the research analysis, Job Satisfaction has a positive and significant influence on employee performance mediated by Organizational Commitment. So the seventh hypothesis is accepted. This means job satisfaction gave influence or contribution to the Performance of City Government Employees Padang Panjang if employees have organizational commitment.

In the equity theory explained by Herzberg (2005) starting from work dissatisfaction arises from an individual in comparing between giving something (input) in exchange for something else (output) and feeling that his position is unfair.

Aspects of job satisfaction will arise where the individual compares what he has done must have the same or comparable value to what he expected and vice versa, the individual will become dissatisfied. When job satisfaction occurs, the feeling is reflected in the positive attitudes and behavior of employees towards their work. Employees will carry out the work earnestly and remain in the organization.

The above mentioned in accordance with the research that has been carried out by Ferry Yulian (2015) in his research which concludes that the high margin and increased employee job satisfaction will also increase the performance of employees if organizational commitment is also increasing.

Conclusions

Based on the results of research conducted on City Government Employees Padang Panjang can be concluded: (1) organizational culture has a positive and significant influence on employee performance; (2) job satisfaction has a positive and significant influence on employee performance; (3) organizational commitment has a positive and significant influence on employee

performance; (4) organizational culture has no significant positive effect on organizational commitment Employees; (5) job satisfaction have a positive and significant influence on employee organizational commitment; (6) Organizational Culture has a positive and significant influence on Employee Performance mediated by Organizational Commitment; (7) Job Satisfaction has a positive and significant influence on employee performance mediated by Organizational Commitment .

Based on the conclusions obtained in this study, the authors provide suggestions that can be used as a guide or reference for further research, then how many suggestions can be considered, namely:

(1) Increase employee organizational commitment such as increasing affective commitment, ongoing commitment, and employee normative commitment; (2) Increase organizational culture by improving culture that supports employee performance and bureaucratic culture; (3) Increasing employee job satisfaction by making employees satisfied with salaries, satisfied with promotions, satisfied with colleagues, satisfied with supervisors, and satisfied with the work itself.

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