The Influence of Organizational Culture on Organizational Commitment and Job Satisfaction and Its Impact on Employee Performance
(A Case Study of Regional Civil Service Agency and Human Resources Development at Boven Digoel Regency)

Yusuf Harianto 1*, Muh. Asdar 2, Syamsul Alam 3.

1 Regional Civil Service Agency and Human Resources Development of Boven Digoel Regency; 15yusufharianto@gmail.com
2 Faculty of Economics and Business, Hasanuddin University; masdar_feunhas@yahoo.com
3 Faculty of Economics and Business, Hasanuddin University; syamsualam60@yahoo.com

* Correspondence author: 15yusufharianto@gmail.com

Abstract
This study aims to determine the influence of organizational culture that has been applied to the Regional Civil Service Agency and Human Resources Development of Boven Digoel Regency on organizational commitment and job satisfaction. In addition, this study also aims to see the indirect effect of organizational culture on employee performance when mediated by organizational commitment and job satisfaction. This research is a quantitative study using a questionnaire to collect data and then processed using Smart PLS software with the path analysis method. The results of the study found that organizational culture has a positive and significant effect on organizational commitment and job satisfaction. Furthermore, the effect of organizational commitment and job satisfaction partially does not have a significant effect on employee performance. As for the indirect effect, it shows that organizational commitment and job satisfaction cannot significantly mediate the influence of organizational culture on employee performance.

Keywords: organizational culture; organizational commitment; job satisfaction; employee performance

INTRODUCTION
The role of human resources in a government organization is the most important part because the presence of human resources will be able to affect the smooth running of organizational activities in achieving goals, so it needs to be supported by the quality of human resources, so that it will improve employee performance. Employee performance is the employee's ability to carry out the tasks assigned to him. Employee performance is the work achieved by each employee in accordance with their respective authorities and responsibilities in achieving organizational goals. There are many factors that can affect employee performance including organizational culture, organizational commitment, job satisfaction and employee performance.

Chatab (2007: 10) quotes Robbins (2005) explaining organizational culture as a system of shared meanings or meanings shared by its members that differentiate organizations and other organizations. Furthermore, according to Mathis & Jackson (2006: 128) organizational culture is a pattern of shared values and beliefs that provide meaning and behavior rules for organizational members.

A good organizational culture will have an impact on organizational commitment. Robbin and Judge (2008) state that organizational commitment is a condition in which an employee sides with the goals of the organization and has the desire to maintain his membership in the organization.
Meanwhile, according to Sopiah (2008) states that organizational commitment is a psychological bond for employees characterized by strong trust and acceptance of the goals and values of the organization, the willingness to strive for the achievement of organizational interests and the desire to maintain their position as a member of the organization. The next variable that can be influenced by work culture is job satisfaction.

Luthans (2008: 141) argues that job satisfaction is the result of workers' perceptions of how their work provides something that is considered important. Individual assessments of their current position and feeling dissatisfied can trigger a person to look for work elsewhere. According to Robbins and Judge (2007: 99) job satisfaction is a positive feeling about one's job which is the result of an evaluation of its characteristics. Herzberg (2005) suggests that the term job satisfaction can be defined as a positive feeling which is the result of an evaluation of its characteristics. Apart from commitment and job satisfaction, the variables that can be influenced by organizational culture are employee performance.

Performance is the result of a person as a whole during a certain period in carrying out tasks, such as work standards, targets or target criteria that have been determined in advance and have been mutually agreed upon (Veithzal, 2005:97). Employee performance is not just information for promotion or salary determination for the company. However, how the company can motivate employees and develop a plan to fix a performance decline can be avoided.

Fauzi, M., Warso, MM, & Haryono, AT (2016) in their research found that there were           There is a significant positive impact between organizational culture on organizational commitment and there is a significant positive effect between job satisfaction and organizational commitment. Further research results from Melina Taurisa, C., & Intan, R. (2012) in their research found that organizational culture has a positive and significant effect on job satisfaction, organizational commitment, and employee performance.

The not optimal performance of employees within the regional civil service agency and human resource development in Boven Digoel Regency according to the author's observations and from the results of research (Nurjanah, 2008) is that the quality of employee performance is still low, as in Ministerial Decree of 25 / KEP / M.PAN / 04/2002 describes several conditions that occurred, including: (1) the lack of awareness of the state apparatus increases personal integrity and professionalism through enhancement and capability in accordance with the technology and actual conditions. (2). The leader still shows an attitude as "feudal-oriented" who always demands that his subordinates be loyal and loyal, obey all his orders and desires, thus fostering the character of subordinates who are ABS (as long as you are happy). (3) Leaders do not have or lack awareness to make their leadership qualities the center of positive attention and therefore are able to become role models for their subordinates. (4) The absence of clear and firm sanctions if employees work inappropriately and not quickly. (5) Discipline and work order of the apparatus is still low, it is evident that many top level officials are too busy attending coordination meetings in various places and work late into the night, while many subordinate employees work only on orders, so they are often unemployed if there is no order from their superiors. (6) Regulations on work discipline and work order have been set out in complete work procedures but have not been properly implemented, are still formality, and are far from being actualized in the form of real actions.

Based on the pre-research, it was found that conditions related to organizational culture that were interesting from the object of this study were the habit of directing each other in completing research where more senior and experienced employees did not hesitate to share knowledge. In addition, the organization also encourages employees to be innovative and dare to take risks to complete work and the organization still respects employee risk-taking actions and generates employee ideas for the good of the institution being shaded (Maharani, Maupa, and Aswan, 2020). The culture of having lunch together is also often done by employees to strengthen emotional relationships.

Organizational commitment is indicated by the employee's desire to finish work on time and feel
proud to be part of the organization he is involved in and feel that the organization has become a part of his life. As for job satisfaction, such as employee satisfaction with respect to the salary they receive and the existence of a salary increase, namely the amount of salary received is in accordance with the level that is considered equivalent. All phenomena described will have an impact on employee performance on the object of research.

At the time of pre-observation, the researcher observed the condition of the organizational culture which still tends not to support the direction of performance optimization where this agency still consists of two working groups, each of which is still working without cooperation and coordination even though it is still within the same agency scope. Commitment to work also appears to be low, with employees frequently encountered who exaggerate their break times or return home after recess without returning to the office until work hours end. Furthermore, regarding job satisfaction, employees still feel that the compensation system received is not sufficient. As for the less than optimal performance as the previous explanation shows that the organizational culture has not been maximized.

The objectives of this study are 1) To analyze the influence of organizational culture on organizational commitment. 2) To analyze the influence of organizational culture on job satisfaction. 3) To analyze the effect of organizational commitment on employee performance. 4) To analyze the effect of organizational satisfaction on employee performance. 5) To analyze the influence of organizational culture on employee performance through organizational commitment. 6) To analyze the influence of organizational culture on employee performance through job satisfaction.

LITERATURE REVIEW

Organizational Culture

According to Mathis & Jackson (2006: 128) organizational culture is a pattern of shared values and beliefs that provide meaning and behavior rules for organizational members. Meanwhile, Ivancevich, et. al. (2005: 44) defines organizational culture as a pattern of basic assumptions created, discovered or developed by certain groups when learning to face problems of external adaptation and internal integration that have gone well enough to be considered valid indicator of organizational culture according to Robbins and Judge (2008), is:

1. Individual initiative. That is the level of responsibility, freedom or independence that each member of the organization has in expressing opinions. These individual initiatives need to be appreciated by groups or leaders of an organization as long as it concerns the idea of advancing the organization and providing services to the community.
2. Tolerance for risky actions. An organizational culture is said to be good if it can tolerate members or employees so that they can act aggressively and innovatively in order to provide services to the community and dare to take risks for what they do.
3. Briefing. Briefing refers to the extent to which the organization can create clearly the goals and expectations it wants. These goals and expectations are clearly stated in the vision, mission and goals of the organization. This condition can affect organizational performance.
4. Integration. Integration is the extent to which the organization can encourage organizational units to work in a coordinated manner. The cohesiveness of these units can boost the quality and quantity of work produced.

Support. Leadership Support for leadership is the extent to which the leader can provide clear communication or direction, assistance and support to subordinates.

Tika (2010) suggests that organizational culture is a value that guides human resources to deal with external problems and adjustments into the organization, so that each member of the organization must understand the values that exist and how brands should act and behave.

The indicators of organizational culture raised by Tika (2010: 10-11) are described as follows

1. Individual initiative
2. Tolerance for risky actions
3. Briefing
4. Integration
5. Management Support

Organizational Commitment

Robbin and Judge (2008) state that organizational commitment is a condition in which an employee sides with the goals of the organization and has the desire to maintain his membership in the organization. Meanwhile, according to Sopiah (2008) states that organizational commitment is a psychological bond for employees characterized by a strong trust and acceptance of the goals and values of the organization, a willingness to strive for the achievement of organizational interests and the desire to maintain their position as a member of the organization. According to Lincoln and Bashaw in Sopiah (2008) organizational commitment has three indicators, namely:
1) Length of service
2) Clarity and alignment of roles,
3) Feedback,
4) Job challenges
5) Opportunity to interact.

Job Satisfaction

According to Locke in Luthans (2008: 141) the definition of job satisfaction involves cognitive, affective and evaluative reactions or attitudes. Meanwhile, Luthans (2008: 141) argues that job satisfaction is the result of workers' perceptions of how their work provides something that is considered important. Individual assessments of their current position and feeling dissatisfied can trigger a person to look for work elsewhere. According to Robbins and Judge (2007: 99) job satisfaction is a positive feeling about one's job which is the result of an evaluation of its characteristics. Herzberg (2005) suggests that the term job satisfaction can be defined as a positive feeling which is the result of an evaluation of its characteristics. Job satisfaction theory tries to reveal what makes some people more satisfied with their work than some others. Greenberg and Baron (Priansa, 2016: 297) state that the theory of job satisfaction in general is:
1. Two-factor Theory (Two-factor Theory) Job satisfaction theory describes that satisfaction and dissatisfaction comes from different groups of variables, namely hygiene factors and motivators. Hygiene factors are job dissatisfaction caused by a collection of differences in factors (quality, supervision, work environment, payroll, security, quality of the institution, work relations and organizational policies.
2. Value Theory (Value Theory) Job satisfaction theory explains the importance of conformity between the results of the work they get (rewards) with perceptions about the availability of results. The more results obtained, the more satisfied he will be. This theory focuses on the many results obtained. The key to satisfaction is the conformity of the results received with their expectations. Job satisfaction indicators according to Priansa (2016):
1. Salary
   This aspect measures employee satisfaction in relation to the salary they receive and the existence of a salary increase, that is, the amount of salary received is at a level that is considered equivalent. Wages and salaries do have an influence on job satisfaction. Wages and salaries also describe the various dimensions of job satisfaction. Employees view salary as a right that they must receive for their obligations.
2. appreciation
   This aspect measures the extent to which individuals are satisfied with the awards given based
on work results. Every individual wants his efforts, hard work, and dedication to the progress of the organization to be properly rewarded.

3. Work Procedures and Regulations
   This aspect measures satisfaction with respect to procedures and regulations in the workplace. Matters related to procedures and regulations in the workplace affect an individual's job satisfaction, such as bureaucracy and workload.

4. Co-workers
   This aspect measures job satisfaction with regard to relationships with coworkers. Colleagues who provide support to other colleagues, as well as a comfortable working atmosphere can increase employee job satisfaction. For example, fun colleagues or relationships with co-workers who get along well.

5. Communication
   This aspect measures the satisfaction associated with communication that takes place on the job. With smooth communication within the organization, employees can better understand their duties and everything that happens in the organization.

Employee Performance
Performance is the result of a person as a whole during a certain period in carrying out tasks, such as work standards, targets or target criteria that have been determined in advance and have been mutually agreed upon (Veithzal, 2005: 97).

Employee performance is not just information for promotion or salary determination for the company. However, how the company can motivate employees and develop a plan to fix a performance decline can be avoided. Mangkunegara (2015: 103) defines employee performance as a result of work in quality and the quantity that can be achieved by an employee in carrying out a task in accordance with the responsibilities (Dewi and Darma, 2017).

Cascio (1995) in Koesmono (2005) states that performance is an employee's achievement from predetermined tasks. Soeprihanto (1988) states that performance is the result of an employee's work during a certain period compared to various possibilities, such as standards, targets / targets and criteria that have been determined in advance and have been mutually agreed upon.

   Employee performance indicators according to Guritno and Waridin (2005) are as follows:
1. Able to increase job targets.
2. Able to complete work on time.
3. Able to create innovations in completing work.
4. Able to create creativity in completing work.
5. Able to minimize work errors.

Conceptual Model
The framework in this research can be seen in the following figure:

![Conceptual Model Diagram](image)

**Figure 1**: The Conceptual Model

RESEARCH METHOD

Location and Research Design
This research was conducted at the office of the Regional Personnel and Human Resources Development Agency of Boven Digoel Regency. This study uses a quantitative approach which aims
to explain the position of the variables under study and the relationship between one variable and another.

**Population or Samples**

The population in this study were all office employees Regional Civil Service and Human Resources Development Agency of Boven Digoel Regency as much 43 person. The sample used in this study is the entire population or saturated sample so that the sample in this study was determined as much 43 respondents.

**Data Collection Method**

The collection method in this research is 1) Interview, which is a data collection technique by means of direct question and answer with authorized officials who are related to the object of research. 2) Questionnaire, which is a data collection technique by spreading a list of questions to obtain written answers to the problems faced.

**Data Analysis Method**

The analytical methods used in this research are: 1) Descriptive analysis. Descriptive analysis is used to analyze data by describing or describing the collected data as it is without intending to make generalized conclusions or generalizations. 2) To achieve the quality of the data, it is done by testing the validity and reliability testing using the Smart Partial Least Square (PLS) 3.2.8 software. The data validity test is used to measure whether something is valid or not

**EMPIRICAL RESULTS**

Based on the research data that has been collected, data regarding the amount is obtained. There are 43 questionnaires that have been distributed, the descriptions of the responses of the respondents can be described as follows

**Table 1. Description of Respondents' Responses About Organizational Culture**

<table>
<thead>
<tr>
<th>Statement</th>
<th>AVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees have individual initiative to get work done</td>
<td>3.72</td>
</tr>
<tr>
<td>Leaders tolerate risky actions in completing work</td>
<td>3.95</td>
</tr>
<tr>
<td>Briefings are carried out regularly</td>
<td>4.05</td>
</tr>
<tr>
<td>There is integration between employees in completing work</td>
<td>3.93</td>
</tr>
<tr>
<td>Employees provide mutual support to complete work</td>
<td>4.00</td>
</tr>
<tr>
<td><strong>Average Variable Responses</strong></td>
<td><strong>3.93</strong></td>
</tr>
</tbody>
</table>

Source: Smart PLS output

Based on the table above, it can be seen that the average respondent's response to the organizational culture variable is 3.93, which is in the high or good category. This shows that in general this institution is in the good category. The highest response score is in the very high category (very good) with a score of 4.05. The statement with the lowest score is 3.72 in the statement "Employees have individual initiative to complete work". Although it is the lowest response value, it is in the high (good) category.

**Table 2 Description of Respondents' Responses About Organizational Commitment**

<table>
<thead>
<tr>
<th>Statement</th>
<th>AVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational commitment increases with tenure</td>
<td>3.60</td>
</tr>
<tr>
<td>There is an implementation of clarity and harmony of work roles</td>
<td>3.65</td>
</tr>
<tr>
<td>There is employee feedback on an instruction</td>
<td>3.58</td>
</tr>
<tr>
<td>This job presents a challenge for me</td>
<td>3.88</td>
</tr>
<tr>
<td>In organizations there are opportunities to interact in the process of completing work</td>
<td>3.95</td>
</tr>
<tr>
<td><strong>Average Variable Responses</strong></td>
<td><strong>3.73</strong></td>
</tr>
</tbody>
</table>

Source: Smart PLS output
Based on the table above, it can be seen that the average respondent's response to the organizational commitment variable is 3.73 in the high or good category. This shows that in general this institution is in the good category. The highest response score is in the very high category (very good) with a score of 3.95 on the statement "in the organization there is an opportunity to interact in the work completion process". The statement with the lowest score is 3.58 in the statement "There is employee feedback on an instruction. Although it is the lowest response value, it is in the high (good) category.

Table 3. Description of Respondents' Responses About Job Satisfaction

<table>
<thead>
<tr>
<th>Statement</th>
<th>AVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>The salary I received was as expected</td>
<td>3.93</td>
</tr>
<tr>
<td>There is an appreciation for the employee's work achievement</td>
<td>4.02</td>
</tr>
<tr>
<td>Work procedures have been adjusted to the ability of employees</td>
<td>3.67</td>
</tr>
<tr>
<td>Colleagues provide mutual support in carrying out work tasks</td>
<td>4.12</td>
</tr>
<tr>
<td>Communication between employees really supports my performance</td>
<td>3.98</td>
</tr>
</tbody>
</table>

Average Variable Responses | 3.94

Source: Smart PLS output

Based on the table above, it can be seen that the average respondent's response to the job satisfaction variable is 3.94 in the high or good category. This shows that in general this institution is in the good category. The highest response score is in the very high category (very good) with a value of 4.12 on the statement "Colleagues provide mutual support in carrying out work tasks ". The statement with the lowest score is 3.67 in the work procedure statement that has been adjusted to the ability of the employee. Although it is the lowest response value, it is in the high (good) category.

Table 4. Description of Respondents' Responses About Employee Performance

<table>
<thead>
<tr>
<th>Statement</th>
<th>AVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>I can complete the work according to the target</td>
<td>3.79</td>
</tr>
<tr>
<td>Can finish the job on time</td>
<td>3.84</td>
</tr>
<tr>
<td>Innovating in getting work done</td>
<td>3.72</td>
</tr>
<tr>
<td>Employees have creativity in completing work</td>
<td>3.67</td>
</tr>
<tr>
<td>Can get the job done by minimizing errors</td>
<td>3.86</td>
</tr>
</tbody>
</table>

Average Variable Responses | 3.78

Source: Smart PLS output

Based on the table above, it can be seen that the average respondent's response to the employee performance variable is 3.78 in the high or good category. This shows that in general this institution is in the good category. The highest response score is in the very high category (very good) with a value of 3.86 on the statement "Can get the job done by minimizing errors ". The statement with the lowest score is 3.67 in the statement that employees have creativity in completing work. Although it is the lowest response value, it is in the high (good) category.

Table 5. Hypothesis Test of Direct Effect

<table>
<thead>
<tr>
<th></th>
<th>Original sample (O)</th>
<th>T Statics</th>
<th>P Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Culture - employee performance 0.044</td>
<td>0.956</td>
<td>0.551</td>
<td></td>
</tr>
<tr>
<td>Organizational Culture - Knowledge Transfer 0.966</td>
<td>62.552</td>
<td>0.000</td>
<td></td>
</tr>
<tr>
<td>Leadership Style - employee performance 0.006</td>
<td>0.478</td>
<td>0.633</td>
<td></td>
</tr>
<tr>
<td>Leadership Style - Knowledge Transfer 0.031</td>
<td>1.505</td>
<td>0.133</td>
<td></td>
</tr>
<tr>
<td>Knowledge Transfer - employee performance 0.939</td>
<td>11.843</td>
<td>0.000</td>
<td></td>
</tr>
</tbody>
</table>

Source: Smart PLS output

Table 6. Hypothesis Test not Direct Effect

<table>
<thead>
<tr>
<th></th>
<th>Original sample (O)</th>
<th>T Statics</th>
<th>P Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Culture - Knowledge Transfer - employee performance 0.907</td>
<td>12.005</td>
<td>0.000</td>
<td></td>
</tr>
<tr>
<td>Leadership Style - Knowledge Transfer - employee performance 0.029</td>
<td>1.465</td>
<td>0.144</td>
<td></td>
</tr>
</tbody>
</table>

Source: Smart PLS output

Based on the two hypothesis test tables above, the results of hypothesis testing can be described as follows:
The Influence of Organizational Culture on Organizational Commitment.

Based on table 5, organizational culture has a positive effect with the original sample value (coefficient) of 0.869 or 86.9% on organizational commitment with a t statistic of 24.864 which is greater than 1.96 and a p value of 0.000 which is smaller than 0.05 so that organizational culture has a significant effect on organizational commitment. This shows that when the organizational culture increases, the organizational commitment of the employees will increase significantly.

The Influence of Organizational Culture on Job Satisfaction

Based on table 5, organizational culture has a positive effect with the original sample value (coefficient) of 0.947 or 95.7% on job satisfaction with the t statistic, namely 61,390 which is greater than 1.96 and a p value of 0.000 which is smaller than 0.05 so that organizational culture has a significant effect on satisfaction at work. This shows that when the organizational culture increases, the job satisfaction of employees will increase significantly.

Effect of Organizational Commitment on Employee Performance

Based on table 5, organizational commitment has a positive effect with the original sample value (coefficient) of 0.869 or 86.9% on employee performance with a t statistic of 24.864 which is greater than 1.96 and a p value of 0.000 which is smaller than 0.05 so that organizational culture has a significant effect on employee performance. This shows that when organizational commitment increases, it will not have a significant effect on employee performance.

The Effect of Job Satisfaction on Employee Performance

Based on table 5, organizational commitment has a positive effect with the original sample value (coefficient) of -0.276 or -27.6% on employee performance with a t statistic of 1.476 which is smaller than 1.96 and a p value of 0.141 which is greater than 0.05 so that organizational commitment has no significant effect on employee performance. This shows that when job satisfaction is increased it will not have a significant effect on employee performance.

The Influence of Organizational Culture on Employee Performance Through Organizational Commitment

Based on table 6, organizational culture has a positive effect with the original sample value (coefficient) of 0.398 or 39.8% on employee performance if it is mediated by organizational commitment with a t statistic of 1.4545 which is smaller than 1.96 and a p value of 0.147 which is greater than 0.05 so that organizational culture has no significant effect on employee performance if it is mediated by organizational commitment. This shows that organizational commitment cannot be a mediating variable that maximizes the indirect effect of organizational culture on employee performance.

The Influence of Organizational Culture on Employee Performance through Job Satisfaction

Based on table 6, organizational culture has a negative effect with the original sample value (coefficient) of -0.261 or -26.1% on employee performance if it is mediated by job satisfaction with a t statistic of 0.964 which is smaller than 1.96 and a p value of 0.336 which is greater than 0.05 so that organizational culture has no significant effect on employee performance if it is mediated by job satisfaction. This shows that job satisfaction cannot be a mediating variable that maximizes the indirect effect of organizational culture on employee performance.

DISCUSSION

The results of data processing summarized in the tables above can then be discussed to determine the effect of the independent variables on the dependent and mediating variables.

The Influence of Organizational Culture on Organizational Commitment

Based on the results of the study, it was found that organizational culture had a positive and significant effect on organizational commitment Regional Civil Service and Human Resources Development Agency of Boven Digoel Regency. This shows that when the organizational culture increases, the organizational commitment of employees will also increase. This is shown by
organizational culture such as briefings that are carried out regularly are proven to be able to increase the organizational commitment of the stakeholders in this government agency. Based on descriptive results, it shows the strongest indicator, namely the direction indicator and the weakest indicator on individual initiatives.

This is in accordance with the opinion Mathis and Jackson (2006: 128) who argue that organizational culture is a pattern of shared values and beliefs that provide meaning and rules of behavior for organizational members and can be used as a strengthening factor for the organizational commitment of each employee.

The results of previous research that were researched by Fauzi, et. al. (2016) found the conditions where there were a significant positive impact between organizational culture on organizational commitment so that the results of this study support the results of previous studies. And strengthened by the results of research of Logahan and Aesaria (2014) with the title organizational culture and work involvement on organizational commitment have an impact on employee performance at BTN-Ciputat where the results show that organizational culture has a positive and significant effect on organizational commitment.

**The Influence of Organizational Culture on Job Satisfaction**

Based on the results of the study, it was found that organizational culture had a positive and significant effect on job satisfaction at Regional Civil Service Agency and Human Resources Development of Boven Digoel Regency where if a good organizational culture will lead to satisfaction in the work process such as employees have individual initiative to complete work, leaders tolerate risky actions in completing work, briefings are carried out regularly, there is integration between employees in completing work, and employees provide mutual support to complete work. With the existence of a good organizational culture in the environment Regional Civil Service Agency and Human Resources Development of Boven Digoel Regency will be able to increase employee job satisfaction. The results of descriptive analysis also show the strongest indicators, namely the indicators of colleagues and the weakest indicators on indicators of procedures.

This is in accordance with the opinion Robbin and Judge (2008) state that organizational commitment is a condition in which an employee sides with the goals of the organization and has the desire to maintain his membership in the organization. Furthermore, according to Sopiah (2008), organizational commitment is a psychological bond for employees characterized by strong trust and acceptance of the goals and values of the organization, a willingness to achieve organizational interests and the desire to maintain their position as a member of the organization.

Research results from Melina Taurisa, C., and Intan, R. (2012) found emphatic facts that organizational culture has a positive and significant effect on job satisfaction. Research results from Noor, ZA (2018) also found conditions where organizational culture has a significant effect on job satisfaction so that the results of this study support the results of previous research.

**Effect of Organizational Commitment on Employee Performance**

Based on the results of the study, it is found that the condition that organizational commitment has a positive and insignificant effect on employee performance at Regional Personnel and Human Resources Development Agency of Boven Digoel Regency where a well-formed organizational commitment has not been able to significantly improve the performance of employees.

Noor, ZA (2018) in their research found conditions that indicate organizational commitment has no effect on employee performance so that the results of this study support the results of previous studies. As for according to Meyer and Allen in Spector in Sopiah (2008) explain that organizational commitment can be interpreted as the extent to which an employee experiences a sense of unity with their organization. Furthermore, organizational commitment is also an individual willingness to be with an organization which has three main characteristics, namely affective commitment,
continuance commitment, and normative commitment.

**The Effect of Job Satisfaction on Employee Performance**

Based on the results of the research, it is found that the condition that organizational commitment has a negative and insignificant effect on employee performance at Regional Civil Service Agency and Human Resources Development of Boven Digoel Regency. This shows that when job satisfaction is increased it will not have a significant effect on employee performance. It can be seen from the results of distributing questionnaires that the general responses regarding job satisfaction and employee performance have entered the good or high categories but in the realization of high job satisfaction has not been matched by performance optimization as the initial explanation on the background of the research that it appears in this organization that employees show satisfaction good work but the performance is not optimal when it is related to employee job satisfaction. The results of descriptive analysis also show that the strongest indicator is the co-worker indicator, while the weakest indicator is the procedure indicator.

Research results from Abadiyah, R. (2016) found that job satisfaction affects performance. Likewise the results of research that has been conducted by Julianto, RH (2014) with the result of research which concludes that job satisfaction variables have a positive influence on employee performance. The effect is that if employees feel satisfaction in their daily work, they will tend to have higher performance so that the results of this study do not support the results of previous studies.

According to Locke in Luthans (2008: 141) the definition of job satisfaction involves cognitive, affective and evaluative reactions or attitudes. Meanwhile, Luthans (2008: 141) argues that job satisfaction is the result of workers' perceptions of how their work provides something that is considered important. Individual assessments of their current position and feeling dissatisfied can trigger a person to look for work elsewhere. Furthermore, according to Munandar (2008: 287), performance appraisal is a process of assessing personality traits, work behavior, and the work results of a worker or employee (workers and managers), which are considered to support their work performance, which is used as consideration for taking decisions about actions in the field of manpower.

**The Influence of Organizational Culture on Employee Performance Through Organizational Commitment**

Based on the research results, it is found that the condition that organizational commitment has a positive and insignificant effect on employee performance if it is mediated by organizational commitment on Regional Civil Service and Human Resources Development Agency of Boven Digoel Regency. Although organizational culture, organizational commitment and employee performance in agencies have shown good conditions according to the results of data analysis on respondents' responses, organizational commitment has not been able to have a significant impact on the influence of organizational culture on performance at this government agency.

Research results from Nugroho (2013) found empirical facts that Organizational commitment can mediate the influence of organizational culture on employee performance. This means that employee performance will increase if the employee has a high commitment and that commitment is formed due to cultural values so that the results of this study do not support the results of previous studies.

According to Mathis & Jackson (2006: 128) organizational culture is a pattern of shared values and beliefs that provide meaning and behavior rules for organizational members. Furthermore, Luthans (2008: 141) argues that job satisfaction is the result of workers' perceptions of how their work provides something that is considered important. Individual assessments of their current position and feeling dissatisfied can trigger a person to look for work elsewhere. The performance is defined by Cascio (1995) in Koesmono (2005) states that performance is an employee's achievement from predetermined tasks.
The Influence of Organizational Culture on Employee Performance through Job Satisfaction

Based on the research results, it is found that the condition that organizational commitment has a negative and insignificant effect on employee performance if it is mediated by organizational commitment on Regional Civil Service and Human Resources Development Agency of Boven Digoel Regency. Although organizational culture, job satisfaction and employee performance in agencies have shown good conditions according to the results of data analysis on respondents' responses, job satisfaction has not been able to have a significant impact on the influence of organizational culture on performance at this government agency.

Research results from Maulidyah, NN (2020) found that organizational culture has a positive and significant effect on the performance of employees of Bank Indonesia Representative Offices through job satisfaction so that the results of this study do not support the results of previous studies. However, there are research results from Akbar, MD (2019) with the finding that job satisfaction cannot significantly mediate the influence of organizational culture on employee performance so that the results of this study support the results of previous research.

According to Mathis & Jackson (2006: 128) organizational culture can be used as a pattern of shared values and beliefs that provide meaning and behavior rules for organizational members. Next, according to Handoko (2014) and in Widiastra and Darma's research (2015) job satisfaction is a pleasant or unpleasant emotional state in which employees perceive their work. According to Robbins and Judge (2015: 30) job satisfaction is a general attitude shown towards a person's job, the difference between the amount of remuneration received by a worker and the amount they believe they should receive from the results of completing their work (also supported by research from Darma et al., 2019). The performance is defined by Mangkunegara (2015: 103) as a result of work in quality and quantity that can be achieved by an employee in carrying out tasks according to the responsibilities given to him (Dewi and Darma, 2017).

CONCLUSION

Based on the results of research and discussion, the conclusions of this study can be described as follows organizational culture has a positive and significant effect on organizational commitment and on job satisfaction the Regional Civil Service Agency and Human Resources Development of Boven Digoel Regency. When mediated by organizational commitment, organizational culture has a positive and insignificant effect on employee performance. It is also the same result when mediated by job satisfaction. Organizational commitment has a positive and insignificant effect on employee performance. Job satisfaction has a negative and insignificant effect on employee performance.

Based on the conclusions previously described, the suggestions for this study can be said that it is appealed to the Regional Personnel and Human Resources Development Agency of Boven Regency to carry out a constructive organizational culture towards strengthening organizational commitment, increasing job satisfaction and performance such as encouraging employees to increase individual initiative to get the job done. it is appealed to the Regional Personnel and Human Resources Development Agency of Boven Regency to increase organizational commitment along the term of office by providing work motivation in the form of moral and material support to employees who have long served in this government agency. It is appealed to the Regional Personnel and Human Resources Development Agency of Boven Regency to increase job satisfaction from employees by providing division of labor which is tailored to the ability of employees.

REFERENCE


Frederick, Herzberg. (2005), Perilaku Organisasi., Edisi Sepuluh, Penerbit Andy, Yogyakarta.


Noor, Z. A. (2018). Pengaruh budaya organisasi, komitmen organisasi, dan motivasi kerja terhadap kepuasan kerja dan kinerja karyawan. EKUITAS (Jurnal Ekonomi dan Keuangan), 16(4),
473-486.
Priansa, D. J. (2016)., *Perencanaan & Pengembangan SDM*, Bandung: Alfabeta
Robbins SP, and Judge. (2007)., *Perilaku Organisasi*, Jakarta: Salemba Empat
Veithzal Rivai., (2005), *Manajemen Sumber Daya Manusia Untuk Perusahaan: Dari Teori ke Praktik*, Edisi 1