The Influence of Organizational Culture on Organizational Commitment and Job Satisfaction to Improve the Officer Performance Assigned In Boven Digoel Regency

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Abstract
The research objective is to analyse the effect of organizational culture on employee performance with the mediation of the variable organizational commitment and job satisfaction. Data analysis in this research is quantitative using a path analysis model (Path) with the help of Smart PLS Software version 3.2 .8. The results found that organizational culture had a positive and significant effect on organizational commitment and job satisfaction. Interestingly, it indicate insignificant effect on employee performance. Organizational commitment and job satisfaction both show a significant positive effect on employee performance. For testing the indirect effect is found empirical facts that organizational culture has a significant positive effect on employee performance if mediated by organizational commitment. The organizational culture does not have a significant positive effect on employee performance if mediated by job satisfaction.

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

INTRODUCTION

Human resources are an important part of the company and require the management done by the organization to be able to influence the achieved or absence of the objectives of the organization, so that human resources are the most valuable property owned by the company because it has an important role in determining the company's fate forward. Organizational role is indispensable to form the commitment of its employees; the organization is required to be able to provide support to its employees. Employees with organizational commitments are employees who are able to identify their involvement in the organization. One that affects the organization's commitment is good organizational culture and job satisfaction from the workers.

Organizational culture is closely related to job satisfaction. Handoko in Widodo (2006) suggests that work satisfaction can be defined as a condition that can give comfort to the employees when looking at his work. Sutrisno (2011:2) suggests that organizational culture can be used as a device to determine the value system, beliefs, or norms within the organization that has been jointly agreed upon and become a guideline for the conduct and resolution of its organizational problems. Joan (2017) found that the culture in an organization had a positive effect on organizational commitments. Organizational culture also affects the job satisfaction that further impacts the organizational commitments. The next factor that affects the organization's commitment is job satisfaction. Handoko (2008) Explains that work satisfaction is an emotional state that can be fun or unpleasant with employees seeing their work.

The relationship in theory comes from Gunlu et al., (2010) which in his research found that
work satisfaction has a close relationship with the organizational commitments. Job satisfaction is the first aspect achieved before an employee has an organizational commitment, where job satisfaction has a significant influence on organizational commitments. Thus, variables such as organizational culture, job satisfaction, and organizational commitments. It was further described by Bryan, G., Karlan, D., & Nelson, S. (2010) in his research that job satisfaction became the perceived perception of employees of his work called job satisfaction. If the perception is positive then she will feel the satisfaction of work, otherwise if the perception is negative then she will feel the work dissatisfaction. Meanwhile, the organization's commitment is the state of the person who is favoring a particular organization and the purpose and desire to maintain membership in the organization.

Further Anissa Ramadhani (2018) finds that there is a connection between job satisfaction and an increase in organizational commitment where the higher the value of satisfaction of its work will also increase the commitment of its organization.

Based on pre-observation, researchers see the phenomenon in Yaniruma District Boven Digoel Regency has a culture of organization that can maintain the work commitment of employees including the hour of leadership every Wednesday and on Friday in which there is a sports program together. In the hour of leadership, there was a briefing from the leadership to the employee or from the employee to the employee to finish the job, issued an opinion on something related to the condition of the organization or issued a complaint to the leadership so that this activity can be used as an activity to keep the Organization's commitment from the employees in providing maximum service to the community in Bouven Digoel to direct the community for socialization of government programs to remote areas. It requires a strong commitment because of the trip to the area that passes through the forests and still lack the good network that the Yaniruma district employees must go live. In the process, sometimes employees feel less satisfied with the working conditions that should be plunged into the field to the corners that the communication network is still not good.

Based on the theory, previous research and phenomenon encountered then the author is interested to do the research with the title "Influence of organizational culture of organizational commitment, job satisfaction and the performance of district officers in Boven Digoel Regency."

**LITERATURE REVIEW**

Literature review used in this study is to discuss concept of human resources, organizational culture, job satisfaction, organizational commitments and employee performance.

**The Concept of Human Resources**

Human resource management can be used as a movement to demonstrate human recognition as a potential asset so that it can be developed so that it can contribute to a maximum of the organization or self-development. Hasibuan (2013) expressed the opinion that human resource management (MSDM) can be used as an art to regulate the relationship and labor role to be more effective and improve the efficiency to help the company realize the objectives, employees, or society.

Human resource function is implementing all the tasks that are done by human beings in order to support the management Task (company) in running the wheel of organization and achieving the objectives of the Company's established organization. According to Subekhi and Mohammad (2012:39) that the human resource management functions consist of planning, organizing, directing, controlling, procurement, development, compensation, integration, maintenance, discipline, and termination. The function is implemented for 4 general purposes according to Sunyoto (2015:8) i.e. social objectives, organizational objectives, functional objectives, and personal goals.

**The Concept of Organisational Culture**

According to Aycan in Ehtesham, Muhammad, and Muhammad (2011: 78) argues that organizational culture can be used as a pattern of beliefs and values that are understood by all
members of the organization, imbued and practiced so that these patterns give their own meaning and become the basis for the rules of behavior in the organization. Organizational culture can also be defined as a set of assumptions or belief systems, values, and norms that can be developed within an organization to serve as a code of conduct for its members to overcome external and internal adaptation problems. Another definition put forward by Sutrisno (2011:2) where organizational culture as a set of systems of values, assumptions, beliefs, or norms that have long been valid, agreed upon and followed by members of an organization can be used as a guide in behavior and solving organizational problems.

A strong organizational culture supports company goals, whereas weak or negative ones hinder or conflict with company goals. In a company with a strong organizational culture, shared values are deeply understood, embraced and fought for by most of the members of the organization (company employees). A strong and positive culture is very influential on the behavior and effectiveness of company performance.

According to Edison et al., (2016: 131), to support performance, it is necessary to have a constructive or strong organizational culture and, to achieve that, fulfillments such as self-awareness, aggressiveness, personality, performance and team orientation are needed. According to Tika (2010: 10), there are important characteristics that can be used as an essential reference in understanding and measuring the presence of organizational culture, namely individual initiative, tolerance for risky actions, management support, direction, and integration

**The Concept of Job Satisfaction**

Employee satisfaction is one of the important tools in the company that must be considered by the Human Resource Management division. From several studies, it has been found that the impact of job satisfaction is more on employee productivity, employee attendance level, and employee turnover.

There are several factors that affect job satisfaction, experts to calcify it in five aspects i.e. work itself, supervisor, workers, promotion and pay. In addition to these five factors, there are other aspects that exist in job satisfaction. According to Hartatik (2014: 230), these other aspects are challenging work, appropriate rewards, supportive working conditions, supportive co-workers and personality conformance with work.

According to Widodo (2015: 171), there are several theories about the work satisfaction of two factor theory, value theory. Meanwhile, according to Mangkunegara (2005), work satisfaction theories include: equity theory, discrepancy person, Need Fulfillment Theory, social reference theory, two factor theory from Herzberg and Expectancy theory. Job satisfaction affects productivity, absenteeism, turnover, and response to work dissatisfaction. The indicators in this study are: (1) Initiatives completing work; (2) Tolerance for completing work; (3) Culture direct each other; and (4) Support organization in completing work.

**The Concept of Organisational Commitment**

Organisational commitment has been noted by numbers of literature. Llen and Meyer (1993) in Devi (2009) propose three organizational commitment models and are reflected in the three main point’s namely affective commitment, continuity commitment and normative commitment. Further Steers and Porters in Simatupang (2015) argue that there are several factors that can affect the employee's commitment to the organization. Factors can be grouped into four categories: personal characteristics, occupational characteristics, work experience and structural characteristics. According to Luthans (2006), there are indicators to measure a variable of organizational commitment, the indicator is as follows: Be a part of organization, pride, caring, and strong desire. The work satisfaction indicators used in this study are: (1) Mentally challenged work; (2) Supportive working conditions; (3) Salary received; and (4) Satisfaction with co-workers.
The Concept of Employee Performance

Extensive literature have discussed employee performance. According to Veithzal and Jauvani Sagala (2005: 97), performance is the result of a person as a whole during a certain period of carrying out a task, such as a standard of work and target or target criteria predetermined. According to Sunyoto (2008:287), performance assessment is the process of assessment of personality traits, work behavior, and the work of a worker or employee (workers and managers), which is considered to support the rally, which is used as a consideration material for decision making about actions on the field of employment. An employee has a good performance if the employee is able to do the same job or exceeds the standards or criteria that have been set together in the organization (Junaidin et al., 2019). Employees who work in an organization with good performance then the effectiveness or success of an organization will be achieved (Guswandi et al., 2020). To know the success in carrying out the work needs to be done performance assessment (Firmansyah et al., 2020). The organizational commitment indicators used in this study are: (1) Being part of the organization; (2) Pride; (3) Caring; and (4) A strong desire.

RESEARCH METHOD

Location and Research Design

This study used a quantitative approach, by collecting the primary data obtained through the method of dissemination of questionnaires at district officers in Boven Digoel district. Sugiyono (2013:13) describes that quantitative research methods can be interpreted as a research method based on the philosophy of positivism, used to research on certain populations or samples.

Population or Samples

The population of this study is the entire Yaniruma district of Boven Digoel Regency amounting to 34 people. Sukmadinata (2011:250) states that the population is a large group and the area that is the scope of research. The number of respondents in this study used the saturated sampling techniques so that the number of respondents as samples in this study was that of all 34 employees.

Data Collection Method

The data used in this research needed two types of data, namely primary data obtained directly from research locations and secondary data obtained based on the reference of literature related to research issues. This research uses methods of collecting data through observations, interviews, documentation, and questionnaires.

Data Analysis Method

In analyzing data, researchers collect, classify, analyze, and interpret data in order to provide a clear picture of the problem being researched. The method of analysis used in this study is a qualitative analysis of descriptive and quantitative analysis using the path analysis method that is processed using the statistic software Smart PLS (Smart Partial Least Square) 3.2.8. The results of the data can help to test the hypothesis in the study.

EMPIRICAL RESULTS

Description of Respondent Response

The description of the respondent's response outlines or gives the respondent an overview of each variable in this study done in Boven Digoel County which can be presented through the following table.
Table 1. Description of Respondents to Variables

<table>
<thead>
<tr>
<th>Variable</th>
<th>Indicators x Respondent</th>
<th>Average Rating</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational culture</td>
<td>36 x 5 = 180</td>
<td>3.94</td>
<td>Good</td>
</tr>
<tr>
<td>Organizational commitments</td>
<td>36 x 5 = 180</td>
<td>3.96</td>
<td>Good</td>
</tr>
<tr>
<td>Job satisfaction</td>
<td>36 x 5 = 180</td>
<td>4.18</td>
<td>Good</td>
</tr>
<tr>
<td>Employee performance</td>
<td>36 x 5 = 180</td>
<td>4.34</td>
<td>Good</td>
</tr>
</tbody>
</table>

Source: Processed Data

The table shows the description of each variable in this study high or good for the statement with the average highest assessment response of 3.96 on the organizational cultural variable and the lowest of the 4.18 on the job satisfaction variable.

Measurement Model Analysis

Conducting analysis of the measurement model, Smart PLS used as a predictive model that does not use certain distributions to estimate parameters and predict causality relationships. Evaluation Model PLS done by evaluating the outer model and inner model. Based on the data processed with Smart PLS the outer loading then can be presented in the following table.

Table 2. Convergent Validity Test

<table>
<thead>
<tr>
<th>Variable</th>
<th>Interm, loading value</th>
<th>Assessment</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organisational Culture</td>
<td>0.742-0.899</td>
<td>&gt;0.050</td>
<td>Valid</td>
</tr>
<tr>
<td>Organisational Commitment</td>
<td>0.648-0.842</td>
<td>&gt;0.05</td>
<td>Valid</td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>0.680-0.901</td>
<td>&gt;0.05</td>
<td>Valid</td>
</tr>
<tr>
<td>Employee Performance</td>
<td>0.600-0.853</td>
<td>&gt;0.05</td>
<td>Valid</td>
</tr>
</tbody>
</table>

Source: Data processed with Smart PLS

Based on the data processed with Smart PLS states that cross-loading value indicates that each variable's composition statement has a higher correlation when compared to other indicators correlation means any research indicators in the researched variable are valid in the validity test of discrimination.

Table 3. Data of AVE, Composite Reliabilities and Cronbach’s Alpha

<table>
<thead>
<tr>
<th>Variable</th>
<th>Cronbach’s Alpha</th>
<th>Composite Reliability</th>
<th>Average Variance Extract</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational culture</td>
<td>0.898</td>
<td>0.924</td>
<td>0.710</td>
</tr>
<tr>
<td>Job satisfaction</td>
<td>0.837</td>
<td>0.887</td>
<td>0.613</td>
</tr>
<tr>
<td>Employee performance</td>
<td>0.853</td>
<td>0.895</td>
<td>0.633</td>
</tr>
<tr>
<td>Organizational commitments</td>
<td>0.860</td>
<td>0.900</td>
<td>0.645</td>
</tr>
</tbody>
</table>

Source: Processed Data

Composite reliability is aimed at measuring the true value of the reliable a construction, where each variable has given a result greater than 0.70. Thus, from the table above that has the composite values reliability of each variable, organizational culture, job satisfaction, organizational commitment and employee performance of 0.887 – 0.924. It can be concluded that each indicator of each variable is already greater than 0.70 means each indicator is already reliable in forming a research variable. Then judging by the value of Cronbach's alpha which has a range of 0.827 – 0.898, it means it can be concluded that all indicators are already reliable in forming variables to be used in research hypothesis testing.

Structural Equation Model

Goodness Fit Model Test

Table 4. The Result of R Square Data

<table>
<thead>
<tr>
<th>Variable</th>
<th>R. Square</th>
<th>R. Square Adjusted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job satisfaction</td>
<td>0.118</td>
<td>0.092</td>
</tr>
<tr>
<td>Employee performance</td>
<td>0.604</td>
<td>0.567</td>
</tr>
<tr>
<td>Organizational commitments</td>
<td>0.418</td>
<td>0.400</td>
</tr>
</tbody>
</table>

Source: Processed Data
The table above shows the results of R Square from each of the variables used in this study, where the R Square organizational commitment (Z1) amounted to 0.418 which points to the 41.8% that indicate knowledge transfer can be explained by organization culture. Furthermore, the R Square culture work Satisfaction Organization (Z2) amounted to 0.116. This can be interpreted as 11.6% of job satisfaction can be explained by the culture of the organization. The last R Square value is the employee's performance (Y) of 0.604. It can be interpreted that employee performance can be explained by 60.4% by the organizational culture so that in this research with R Square that has been large means in this research can be analyzed further.

Path Coefficient Analysis

In this research is done after the bootstrapping then obtained the value of estimation coefficient to contact the line in the structural model that is processed with Smart PLS and after the processing of data can be presented result of processed data path coefficient and specific indirect effect as follows:

<table>
<thead>
<tr>
<th>Direct Effect</th>
<th>Original Sample (O)</th>
<th>T Statistic</th>
<th>P Value</th>
<th>Result</th>
<th>Descript</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effect of Organizational culture on job satisfaction</td>
<td>0.344</td>
<td>1.753</td>
<td>0.080</td>
<td>+ / significant</td>
<td>Accepted</td>
</tr>
<tr>
<td>The influence of organizational culture on employee performance</td>
<td>0.294</td>
<td>1.406</td>
<td>0.160</td>
<td>+ / insignificant</td>
<td>Rejected</td>
</tr>
<tr>
<td>The effect of culture on employee performance</td>
<td>0.646</td>
<td>9.802</td>
<td>0.000</td>
<td>+ / insignificant</td>
<td>Rejected</td>
</tr>
<tr>
<td>The influence of satisfaction on employee performance</td>
<td>0.394</td>
<td>2.294</td>
<td>0.022</td>
<td>+ / significant</td>
<td>Accepted</td>
</tr>
<tr>
<td>Effect of Organizational commitment on employee performance</td>
<td>0.345</td>
<td>2.338</td>
<td>0.020</td>
<td>+ / significant</td>
<td>Accepted</td>
</tr>
</tbody>
</table>

Source: Data processed with Smart PLS

<table>
<thead>
<tr>
<th>Indirect Effect</th>
<th>Original Sample (O)</th>
<th>T Statistic</th>
<th>P Value</th>
<th>Result</th>
<th>Descript</th>
</tr>
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<tbody>
<tr>
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<td>0.344</td>
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<td>0.160</td>
<td>+ / insignificant</td>
<td>Rejected</td>
</tr>
</tbody>
</table>

Source: Data processed with Smart PLS

DISCUSSION

The influence of organizational culture on organizational commitment

Based on the results of the questionnaire spread, then the data of the respondent's response was processed using Smart PLS then obtained empirical findings that the organizational culture has a significant positive impact on the organization's commitment. It shows that when the organizational culture is getting better than the organizational culture that is formed among employees in District in Boven Digoel will be better.

The results of this study are in line with the theories of Mathis (2006:128) which suggest that the organizational culture is a pattern of value and mutual confidence that gives the meaning and regulation of behavior for organizational members. When organizational culture is well formed it will impact the organizational commitment. Robbin and Judge (2011) stated that the organizational commitment is a condition in which a person is favoring against the organizational objectives and has a desire to retain their membership in the organization. In this study the impact of the organizational culture has shown a positive influence on the organizational commitment which means that when the organization's culture is getting better it will affect the commitment of the organization according to Fauzi, Warsono, and Haryono (2016) which also has a significant positive
The Influence of organizational culture to work satisfaction

Based on the results of the questionnaire spread, then the data of the respondent's response was processed using Smart PLS then obtained empirical findings that the organizational culture is not significant positive to work satisfaction. This shows that the current culture of the Organization has not been able to significantly increase job satisfaction in the district officers in Boven Digoel. The result of this research in line with the theory that was discovered by Robbins in Suwatno and Donni (2016:291) suggests that job satisfaction as an individual's attitude toward its work is influenced by the organizational culture defined as a system of shared meaning or significance adopted by its members that distinguish other organizations and organizations. The empirical condition of this study showed a positive but insignificant influence from the organizational culture to the work satisfaction that did not support the research findings from Noor, Z. A. (2018) who found empirical conditions in which organizational culture has significant effect on employee satisfaction.

The Influence of organizational culture on the performance of officers

Based on the results of the questionnaire spread, then the data of the respondent's response was processed using Smart PLS then obtained empirical findings that the organizational culture is not significant positive to the employee's performance. This shows that as well as any organizational culture in Boven Digoel District is not able to influence the employee's performance in a significant way because employees have good performance. Although respondents' responses to organizational culture variables and employee performance showed good responses to excellent but cultural influences of the organization were not significant to employee performance. According to Mathis (2006:128), organizational culture is a pattern of value and mutual confidence that gives organizational members the meaning and regulation to perform work and maximize performance. The findings have not yet shown similar and do not support the research results of Noor, Z. A. (2018) who in his research found empirical facts that the organizational culture has significant effect on improving the performance of the employees.

The Influence of organization commitment to the performance of officers

Based on the results of the questionnaire, then the data of the respondent's response was processed using Smart PLS then obtained empirical findings that the organization's commitment has a significant positive effect on the employee's performance. This shows that the Organization's commitment based on the questionnaire to the employees in the district environment in Boven Digoel has been able to influence a significant impact on employee performance because employees who are committed in working to an organization will strive to improve their performance. Meyer & Allen in the Spector in Sopiah (2008) explains that the organizational commitment can be interpreted as the extent to which an employee is experiencing a sense of unity with their organization so that when the Organization's commitments are established it will automatically impact the performance of one person as a whole during a certain period in carrying out the task, as standard of work, target or target criteria that have been determined first and have been agreed with (Veithzal and Jauvani, 2011).

The Influence of job satisfaction on employee performance

Based on the results of the questionnaire, then the data of the respondent's response was processed using Smart PLS then obtained empirical findings that the job satisfaction was significantly positive to the employee's performance. It shows that the job satisfaction based on the questionnaire that was disseminated to employees in the district environment in Boven Digoel Regency has been able to influence a significant effect on the performance of employees because employees who have a job satisfaction will try to improve their performance as a response to respondents to indicator a variable work satisfaction and performance that shows responses with high and very high high categories.
The belief that employees who are satisfied more productive than unsatisfied officers have even become a basic trust for managers over the years, where various researches began to prove it (Robbins and Judge, 2011). The results of empirical findings in this study also found a condition that demonstrates the positive and significant influence of job satisfaction on the performance of employees in this agency supports the research results of Noor, Z. A. (2018) who in each study found that the fact of work satisfaction can have a significant positive influence on the performance improvement of employees.

The Influence of Organizational culture on employee performance through organizational commitment.

Based on the results of the questionnaire spread, then the data of the respondent's response was processed using Smart PLS then obtained empirical findings that organizational culture, organizational commitment, and employee performance there is a significant positive influence so it can be known if the organizational commitment can be a mediation variable to increase the organizational culture influence to performance significantly.

Organizational culture influence on employee performance through organizational commitment.

Based on the results of the questionnaire spread, then the data of the respondent's response was processed using Smart PLS then obtained empirical findings that organization culture, job satisfaction, and employee performance there is no significant positive influence so that it can be known if job satisfaction cannot be a mediation variable to increase the organizational culture influence to performance significantly.

CONCLUSION

Based on data analysis results, the research can be concluded that organizational culture has a positive and significant effect on organizational commitments, but it did not show positive effects and significant on job satisfaction and employee performance. The organizational commitment and job satisfaction have significant positive effects on the employee's performance. Organizational culture has a significant positive impact on employee performance when mediated by the organizational commitment. The organizational culture has an insignificant positive effect on employee performance when mediated by job.

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