



THE INFLUENCE OF CULTURE AND ORGANIZATIONAL COMMITMENT THROUGH JOB SATISFACTION ON THE WORK ACHIEVEMENT OF AMBATKWI DISTRICT OFFICE IN BOVEN DIGOEL DISTRICT

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Abstract

This study aims to determine and analyze the influence of organizational culture and organizational commitment on job satisfaction through job performance of District Office employees in Boven Digoel Regency. This study uses a quantitative approach with a population of 50 and a sample of 50 employees, namely using a saturated sample. And this research uses path analysis techniques (path analysis). The results of this study show that culture organization the coefficient value is 0.642 positive and significant effect on job satisfaction, organizational commitment 0.642 (positive), the t statistic value of 6.774 has a positive and significant effect on job satisfaction, organizational culture, the coefficient value is 0.275 (positive), the t statistic value is 2.546 which has a positive and significant effect on job performance. , organizational commitment coefficient value of 0.388 (positive), statistical t value of 2.707 has a positive and significant effect on job performance, job satisfaction coefficient value of 0.196 (positive), statistical t value of 2.110 has a positive and significant effect on work performance, organizational culture is positive and significant on job performance through job satisfaction, organizational commitment, the coefficient value is 0.412 (positive), the t statistic is 3.720 has a positive and significant effect on job performance through job satisfaction.

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

PRELIMINARY

The dynamics of change in the strategic environment become the basis for every government to change direction or goals in running the government and its development. Likewise, the development of democratization in the community is a challenge and a demand that the government must face and anticipate. In this regard, along with the swift aspirations for reform in the country, the role of good governance and public administration is becoming increasingly important to highlight.

In a broader context, namely globalization, good governance and clean government are measures of competitiveness that a government must have. For this reason, the implementation of good governance to create clean government in a government is needed as part of the reform process. This governance is then required by state civil servants or employees to excel in their field of work.

Employee performance is not a coincidence, but many factors influence, including compensation and motivation. Work performance will be achieved if it is preceded by

actions, namely carrying out the assigned tasks. Employees will be more motivated to carry out their responsibilities for their work if the institution understands and pays close attention to the needs of employees, which basically means that they work for money, in this case in the form of a salary. Every member of an organization has their own interests and goals when they join the organization. For some employees, the hope of getting money is the only reason to work, but others argue that money is only one of many needs that are met through work. Someone who works will feel more valued by the surrounding community, compared to those who do not work. To ensure the achievement of goal alignment, organizational leaders can pay attention by providing compensation, because compensation is part of a reciprocal relationship between the organization and human resources.

Therefore, one of the best ways to improve employee performance is to link organizational commitment and work culture to employee development. If the organizational culture and commitment are felt to be fair and competitive by employees, it will be easier for the institution to attract potential employees, retain them and motivate employees to further improve their performance, so that productivity increases and the institution is able to produce products at competitive prices. In the end, the institution not only excels in competition, but is also able to maintain its viability, even increasing profitability and developing its business. Job satisfaction is something that must be considered by every leader of the institution because the level of productivity and employee performance in an institution is greatly influenced by this. Job satisfaction is a general attitude shown by employees for the work they have done. Employee satisfaction is related to the value system used in an institution. The conformity of personal values with institutions will lead to job satisfaction. The work environment, the relationship between employees, the amount of wages, and promotion of positions are some of the things that are part of job satisfaction. The conformity of personal values with institutions will lead to job satisfaction. The work environment, the relationship between employees, the amount of wages, and promotion of positions are some things that are part of job satisfaction. The conformity of personal values with institutions will lead to job satisfaction. The work environment, the relationship between employees, the amount of wages, and promotion of positions are some of the things that are part of job satisfaction.

One of the important elements in good governance is the existence of public accountability in the implementation of government programs. This must also be supported by transparency and upholding laws and regulations (law enforcement). Therefore, supervision which is an important element in the government management process has a very strategic role for the realization of public accountability in governance and development. This supervision is especially carried out on several issues of employees who are less disciplined regarding working time and work processes in government. Often employees procrastinate work together, as if they have been united to do the same thing. This sets a bad precedent for the government's image and performance. If this is allowed, will have a very labor impact on the government and society. For this reason, special actions or policies are needed to deal with the above problems, one of which is to form a better organizational culture.

Organizational culture is one of the factors that affect the level of job satisfaction of employees in an institution. Organizational culture can form trust and help in developing employee performance so that it is associated with high levels of job satisfaction and the presence of organizational commitment held by employees. For example, in 2017, employee performance has increased compared to 2016. However, in 2019, employee performance has again decreased with an attendance intensity of 40%.

Apart from organizational culture, an important driving factor in achieving job satisfaction is organizational commitment. Employees who are committed to work are qualified employees and this has a strong influence on institutional performance. Employee productivity may be more optimal if they are committed to the organization. The power or ability of an employee to identify his involvement in an organization is also shown through his organizational commitment. Therefore, organizational commitment will create a sense of belonging for workers to the organization.

The difference in the level of satisfaction of each person at work attracted the interest of researchers to determine the influence of several factors affecting the level of job satisfaction of District Office employees in Boven Digoel Regency so that the researcher took the research title "The Influence of Culture and Organizational Commitment through Job Satisfaction on Job Performance of District Office employees in Boven Digoel Regency "

LITERATURE REVIEW

Previous Research

Organizational culture is the basic philosophy of the organization which consists of the dimensions of belief, norm, value and system which are seen as core characteristics and become the basis for individuals or groups to be creative in the organization (Antoro, 2014).

Organizational culture refers to a system of shared meanings held by members that differentiates the organization from other organizations. Organizational culture is related to the way employees perceive the characteristics of the organization's culture, not whether they like it or not. That is, culture is a descriptive term. (Arishanti, 2009)

Research on organizational culture has attempted to measure how employees perceive their organization. Conversely, job satisfaction seeks to measure affective responses (feelings) to the work environment. Job satisfaction relates to how employees feel about the organization's expectations, reward practices, and the like. Although there is no doubt that these two terms have overlapping characteristics, it should be remembered that the term organizational culture is descriptive while job satisfaction is evaluative.

Culture

The original sources of culture usually reflect the vision and mission of the founders of the organization. Their focus may be more aggressive or treat workers like family. The founders established the initial culture by envisioning the shape of the organization's future image. They are not limited by previous approaches or habits. And the small size of most of the new organizations also helps the founders to impart their vision in every member of the organization.

Definition of organizational commitment

Commitment is basically a person's willingness to bind himself and show loyalty to the organization because he feels he is involved in organizational activities. Commitment to the organization is defined as a condition in which employees associate themselves with a particular organization and its goals, and hope to maintain membership in that organization. Commitment to a high organization means linking yourself to the organization that employs it. "The definition of organizational commitment according to Colquitt, LePine, and Wesson (2011) is the desire of some workers to remain members of the organization. Organizational commitment affects whether a worker remains as a member of the organization (is retained) or leaves to pursue other work (turns over). "

As an attitude, organizational commitment is most often defined as (1) a strong desire to remain a member of a particular organization; (2) the desire to try hard according to the wishes of the organization; and (3) certain beliefs, and acceptance of the organization's values and goals. In other words, this is an attitude that reflects employee loyalty to the organization and a continuous process in which organizational members express their concern for the organization and its success and continuous progress.

Building Organizational Commitment

A committed worker is very valuable. We can gain commitment from subordinates by meeting the basic needs of workers, paying attention to people at all levels, trusting and being trusted, tolerating individuality, and creating error free.

RESEARCH METHODS

Approach and Type of Research

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. Sugiyono (2010). This study is intended to test the previously formulated hypotheses. This study will explain the causal relationship between variables through hypothesis testing. In this study, the analytical method used is path analysis (PATH).

Time and Location of Research

This research will be conducted at the Ambatkwi District Office, Boven Digoel Regency which is located at Jalan. Kuken Iniyandit-ayumka. The research conducted is estimated to be about 3 (three) months including preliminary research, preparation of research proposals, research proposal seminars to seminars on research results.

Population and Sample

Population is a generalization area consisting of objects or subjects that have the qualities and characteristics that have been determined by the researcher for further study so that a conclusion can be drawn. Population is not just the number that is in the object or subject being studied, but includes all the characteristics or properties possessed by that subject or object (Sugiono, 2013: 80). In this study the population is all office employees in 5 districts of Boven Digoel Regency. The sample is part of the number and characteristics possessed by the population Sugiono (2012: 118). The sample in this study is a saturated sample so that the sample size is the same as the population, namely 50 employees. The districts in question are Mandobo, Waropko, Jaya, Ambatkwi, and Yaniroma.

Data collection technique

-Questionnaire

The collection technique is one of the techniques of data collection through a form containing questions that are asked in writing to the respondent to get answers or responses. The variables to be measured are translated into indicators, and then translated into measurable components in order to compile instrument items in the form of questions to be answered by respondents in multiple choice form, so that the data obtained from this measurement is in the form of ordinal data.

-Observation

Observations are made by linking two things, namely information (what happens) with the context (things that happen around it) as a meaning-seeking process. This observation also involves observing activities or behavioral conditions (behavioral observation) and non-behavioral observation (nonbehavioral observation).

-Interview

Data collection techniques by conducting interviews to obtain information from respondents that are relevant to the research.

Types and Sources of Data

In this study, the type of data used is quantitative data, where the data is in the form of numbers that are ready to be processed from the results of the questionnaire. The data sources of this study come from:

Primary data used in this study were obtained from the results of distributing questionnaires to the number of samples that had been determined to be respondents in this study. The nature of this primary data is in the form of raw data with a Likert scale determination.

Secondary data used were obtained in the form of document data and other written information that has a relevant relationship to this research.

Data analysis method

In analyzing data, researchers collect, classify, analyze, and interpret data in order to provide a clear picture of the problem under study. The analytical methods used in this research are:

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.

Test data quality (validity and reliability).

To achieve data quality, 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 an item in the questionnaire is valid or not. A questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that will be measured by using the convergent validity test.

RESEARCH RESULT

Research Object Overview

Description of Respondents' Responses

Respondents in this study were employees of the District Office of Boven Digoel Regency, the sample in this study were 50 respondents with statements related to organizational culture, organizational commitment, job satisfaction, and work performance. This can be described as follows:

Description of respondent's responses related to organizational culture (X1), organizational commitment (X2), job satisfaction (Y1) job performance (Y2) can be seen in the following table:

2. Table 4.3 Respondents Responses About Organizational Culture

| NO | Statement | Average |
|----------------------------|--|---------|
| | Innovation and taking risks | |
| 1 | The agency where you work provides the opportunity for employees to innovate freely and take risks in order to advance the organization / agency | 4,000 |
| Attention to detail | | |
| 2 | I am always required to complete the job appropriately and carefully with accuracy and pay attention to details in work | 3,600 |
| Result orientation | | |
| 3 | I always work with an emphasis on optimal results | 3,795 |
| People orientation | | |
| 4 | Management always pays attention to employees | 3,780 |
| Team orientation | | |
| 5 | I am required to be a member of a work unit who is compact and reliable in carrying out team work to get optimal | 3,960 |

| | | |
|----------|--|--------------|
| | results | |
| | Aggressiveness | |
| 6 | I am required to work diligently in carrying out the tasks that have become my responsibility | 4,040 |
| | Stability | |
| 7 | I feel valued and not as a means of making a profit so that a good work environment is created | 3,840 |

Source: Data Processing (2020)

Based on the table above, it can be seen that all the constituent indicators have shown high and very high responses from respondents. The highest response was the statement about "I am required to work hard in carrying out the tasks that have become my responsibility" with the average value of the respondents' responses being in the good category. This shows that the indicators of aggressiveness are very good. The lowest respondent's response value is the statement about "I am always required to complete my work accurately and accurately and pay attention to details in my work". Even though the respondent's response score for this statement is the lowest, this value is in the good category which indicates that the indicators of attention to detail are quite good.

DISCUSSION

Based on the data processing table using Smart PLS 3.2.8 software, the results of the direct effect hypothesis testing can be described as follows:

The influence of organizational culture on job satisfaction

Based on the table above, the influence of organizational culture on job satisfaction shows the coefficient value of 0.642 (positive), the t statistic value is 6,774 which is greater than t-table 1.67 and P values which are 0.000 which is smaller than 0.05. This can be said that organizational culture has a significant positive effect on job satisfaction so that in this case the research hypothesis is accepted.

The effect of organizational commitment on job satisfaction

Based on the table above, the effect of organizational commitment on job satisfaction shows the coefficient value of 0.275 (positive), the t statistic value is 2,546 which is greater than t-table 1.67 and P values which are 0.011 which is smaller than 0.05. It can be said that organizational commitment has a positive and significant effect on job satisfaction so that in this case the research hypothesis is accepted.

The influence of organizational culture on work performance

Based on the table above, the influence of organizational culture on work performance shows the coefficient value of 0.388 (positive), the t statistical value is 2,707 which is bigger than t-table 1.67 and P values which is 0.000 which is smaller than 0.05. It can be said that organizational culture has a significant positive effect on work performance so that in this case the research hypothesis is accepted.

The influence of organizational commitment on work performance

Based on the table above, the effect of organizational commitment on work performance shows the coefficient value of 0.196 (positive), the t statistical value is 2,110 the bigger t-table is 1.67 and the P values are 0.035 which is smaller than 0.05. It can be said that organizational commitment has a significant positive effect on work performance so that in this case the research hypothesis is accepted.

Effect of job satisfaction on work performance

Based on the table above, namely the effect of job satisfaction on job performance shows the coefficient value of 0.412 (positive), the t statistic value is 3,720 which is bigger than t-table 1.67 and P values which is 0.000 which is smaller than 0.05. This can It is said that job satisfaction has a significant positive effect on job performance so that in this case the research hypothesis is accepted.

Indirect Influence (Mediation)

The indirect effect (mediation) can be seen from the results of the bootstrapping calculations in the section on specific indirect effects, the results of which can be seen in the following table:

The influence of organizational culture on job satisfaction and job performance

Based on the table above, it can be seen that the influence of organizational culture on job satisfaction and job performance shows the coefficient value 0.264 (positive), the statistical t value ie 3,037 which is bigger than t-table 1.67 and P Values ie 0.003which is smaller than 0.05. It can be said that organizational culture has a positive and significant effect on work performance if it is mediated by job satisfaction so that in this case the research hypothesis is accepted.

The influence of organizational commitment on job satisfaction and job performance

Based on the table above, it can be seen that the effect of organizational commitment on job satisfaction and job performance shows the coefficient value 0.113 (positive), the statistical t value ie 2,192 which is bigger than t-table 1.67 and P Values ie 0.029which is smaller than 0.05. It can be said that organizational commitment has a positive and significant effect on work performance if it is mediated by job satisfaction so that in this case the research hypothesis is accepted.

The results of testing the overall hypothesis can be seen in the following table:

Table 4.9 Hypothesis Testing

| Code | Hypothesis | Information |
|------|---|--------------------------|
| H1 | Organizational culture => Job satisfaction | Positive Significance |
| H2 | Organizational commitment => Job satisfaction | Positive Significance |
| H3 | Organizational culture => work performance | Positive |

| | | Significance |
|----|--|-----------------------|
| H4 | Organizational commitment => work performance | Positive Significance |
| H5 | Job satisfaction => Job performance | Positive Significance |
| H6 | Organizational culture => job satisfaction => job performance | Positive Significance |
| H7 | Organizational commitment => job satisfaction => job performance | Positive Significance |

Source: Results of Data Processing (2020)

CONCLUSION

Based on the research results above, the researchers got the following conclusions;

The variable organizational culture partially has a positive and significant effect on job satisfaction at the District Office of Boven Digoel, which means that the better the organizational culture, the increase in employee job satisfaction. The organizational commitment variable partially has a positive and significant effect on job satisfaction at the Boven Digoel District Office, which means that the better the organizational commitment at the Boven Digoel District Office, the better job satisfaction of employees. The variable organizational culture partially has a positive and significant effect on work performance at the Boven Digoel District Office, which means that the better the organizational culture, the better the work performance.

The organizational commitment variable partially has a positive and significant effect on work performance at the Boven Digoel District Office, which means that the better the organizational commitment at the Boven Digoel District Office, the better work performance. Job satisfaction variables have a positive and significant effect on work performance at the Boven Digoel District Office of Transportation, which means that the better job satisfaction of employees in the District Office of Boven Digoel Regency, the better work performance.

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