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**INFLUENCE OF ORGANIZATIONAL CULTURE, MOTIVATION AND
SATISFACTION THROUGH COMMITMENT
TO EMPLOYEE PERFORMANCE**

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Abstract

This study aims to analyze the influence of organizational culture, motivation and job satisfaction through commitment to employee performance. This research is an explanatory research conducted for four months, from June to July 2021. The population is 303 people. The sampling technique is proportional stratified random sampling. Determination of the number of samples is based on the sample table developed by Issac and Michael, where if the population is 303 people, then at the 95% confidence level, the sample size is 189 people. Analysis of the data used is path analysis. The results showed that the variables of organizational culture, motivation and job satisfaction through organizational commitment together (simultaneously) had a positive and significant effect on the variable performance of the employees of the Education and Culture Office of Maluku Province.

Keywords: organizational culture, motivation, job satisfaction, commitment and performance

BACKGROUND

Concern for the education sector has been realized by the local government of Maluku Province by allocating budgeting for the education sector from the APBD. However, in reality, the performance of the education sector has experienced very slow growth when compared to other regions in Indonesia, as shown by the number of children dropping out of school for basic education, the number of illiterate people, the number of people who graduated from college, the number of school education infrastructure and the number of teachers. . The low performance of the education sector in the Maluku province can be explained by the theory of systems in the organization, namely in the local government organization, it consists of several work units that are interconnected with one another to achieve a mutually agreed goal.

Someone will always crave appreciation for the results of his work and expect fair rewards. Performance appraisal needs to be carried out as objectively as possible because it will motivate employees in carrying out their activities. In addition, performance appraisal can provide information for the benefit of giving salaries, promotions and observing employee behavior. Waldman (1994); Performance is a combination of behavior with the achievement of what is expected and the choice or part of the task requirements that exist in each individual in

the organization. Meanwhile, according to Sofo (2003:67); Performance can be defined as the quality and quantity of work that can be achieved by an employee in carrying out tasks in accordance with the responsibilities assigned to him. Cascio (1995:275) says that performance is an employee's achievement of the tasks that have been set. Various studies have shown several factors that affect employee performance. However, this study attempts to elaborate on the variables that are thought to have a major influence on performance, namely organizational culture, motivation, satisfaction and commitment.

Kreitner and Kinicki (1995:532); argues that organizational culture is the social glue that remembers members of the organization. It seems that so that a characteristic or personality that differs from one person to another can be united in an organizational strength, it is necessary to have social glue. Buchanan and Huczyski (1997:518); elements of organizational or corporate culture are values, beliefs, opinions, attitudes and norms.

Motivation theory is a concept that provides an explanation of a person's needs and desires and shows the direction of his actions. A person's motivation comes from internal and external. Herpen et al. (2002); the results of his research say that a person's motivation is in the form of intrinsic and extrinsic While Gacther and Falk (2000), Kinman and Russel (2001); Intrinsic and extrinsic motivation is something that both affect one's task. The combination of intrinsic and extrinsic incentives is an established agreement and is related to a person's psychology.

Dole and Schroeder (2001:23) suggest that job satisfaction can be defined as individual feelings and reactions to the work environment, while according to Testa (1999), job satisfaction is joy or a positive emotional statement resulting from the assessment of one job or work experiences. . Mowday et al (in Winahyu, 2007: 135) state that employees who have a high commitment to the organization will be more motivated to attend the organization and try to achieve organizational goals. This study aims to analyze the influence of organizational culture, motivation and job satisfaction through commitment to employee performance at the Education and Culture Office of Maluku Province.

RESEARCH METHODS

This research is an explanatory research that aims to analyze the influence of organizational culture, motivation and job satisfaction through commitment to employee performance at the Education and Culture Office of Maluku Province. The research period was for four months, namely Juni to July 2021. The population in this study were all Civil Servants (non teachers) at the Education and Culture Office of Maluku Province as many as 303 people. The sampling technique is a proportional stratified random sampling technique (stratified random sampling) based on the percentage of the population with the consideration that the population is dispersed based on strata or groups of employees. Determination of the number of samples is based on the sample table developed by Issac and Michael, where if the population is 303 people, then at the 95% confidence level, the sample size is 189 people. The data analysis

used is path analysis with the help of Lisrel software version 8.50. The structural model of the relationship between variables can be seen in the following figure:

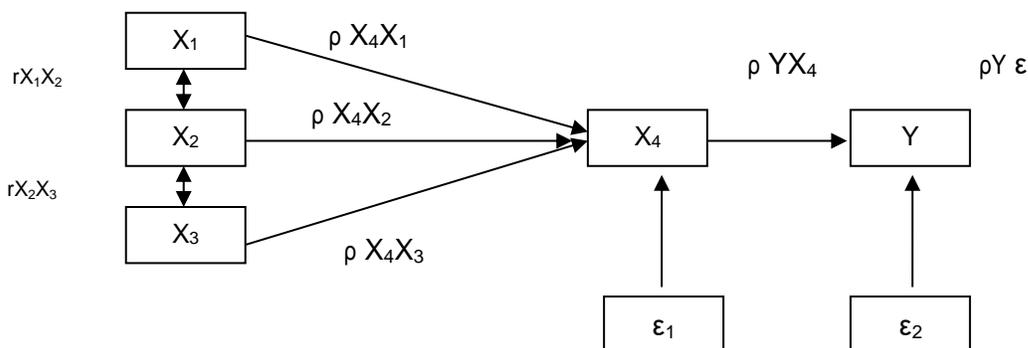


Figure 1. Structural Model of Relationship Between Variables

RESULTS AND DISCUSSION

This study shows that the path coefficient of the simultaneous test results is significant, so a decision can be made to reject H0 and accept H1 which means it can be forwarded to individual tests. From the results of individual tests, it turns out that the path coefficients of the variables X1, X2 and X3 to X4 are statistically significant, so H0 is rejected and H1 is accepted. As for the coefficient of determination (R^2) of 0.889, this means that there is a contribution of 88.9% of the independent variables in predicting the dependent variable, while the remaining 11.1 is explained by other variables outside the model.

Table 1. Path Analysis Statistical Test Results

Parameter Structure	Path Coeff.	T count	T table	Sig.	Decision
X ₁ to X ₄ (ρ_{X_4, X_1})	0,345	2,203	1,568	0,000	Accept H ₁
X ₂ to X ₄ (ρ_{X_4, X_2})	0,174	2,002	1,568	0,001	Accept H ₁
X ₃ to X ₄ (ρ_{X_4, X_3})	0,572	2,311	1,568	0,000	Accept H ₁
X ₄ to Y ($\rho_{X_4, Y}$)	0,788	2,482	1,568	0,000	Accept H ₁
R^2 (X ₁ ,X ₂ ,X ₃ to X ₄)		0,723			
R^2 (X ₁ ,X ₂ ,X ₃ , X ₄ to Y)		0,889			

Source: Analysis Results, 2021

Note: * significant at = 0.05

Table 1 shows that the direct influence of organizational culture on commitment, with a t value greater than t table ($2.203 > 1.568$) with Sig ($0.000 < 0.05$) which means that the organizational culture variable has a significant effect on the organizational commitment variable, and has a significant effect on organizational commitment. directly and indirectly to

employee performance of 0.345, this means that organizational culture has a contribution of 34.5% to improving employee performance.

Table 2. Direct, Indirect and Total Effects

Effects	Organizational Culture (X ₁)	Motivation (X ₂)	Work Satisfaction (X ₃)
Direct	0,23	0,13	0,03
Indirect through X ₁	-	0,03	0,13
Indirect through X ₂	0,13	-	0,06
Indirect through X ₃	0,03	0,06	-
Total to organizational commitment	0,39	0,22	0,22
Total to Performance		0,83	

Source: Analysis Results, 2021

Table 2 shows that the direct influence of organizational culture on organizational commitment, with t value greater than t table ($2.482 > 1.568$) with Sig ($0.001 < 0.05$) which means that organizational culture variable has a significant effect on organizational commitment and performance variables, and has a direct and indirect effect on performance as much as 0.83, this means that the organizational commitment variable has a contribution of 83% to improving employee performance.

Table 2 shows that the direct effect of motivation on organizational commitment, with a t value greater than t table ($2.002 > 1.568$) with Sig ($0.000 < 0.05$) which means that the motivation variable has a significant effect on the organizational commitment variable, and has a significant effect on organizational commitment. directly and indirectly on employee performance as much as 0.22, this means that the motivation variable has a contribution of 22% to the increase in employee performance. The direct effect of organizational commitment on employee performance is 0.723 or 72.3% with a t-count value greater than t-table which is $2.482 > 1.568$. This is also reinforced by a significance value of 0.000 which is smaller than the 0.05 confidence level, which means that the commitment variable has a significant effect on the employee performance variable.

Organizational commitment can affect the effectiveness of employees' work because by having a high commitment, an employee will carry out his duties or work in an orderly and smooth manner so that his work results (performance) will increase and will also have an impact on company goals that can be achieved optimally. Besides the commitment factor, organizational culture is also very influential on the level of effectiveness of the company's work. All organizations have a culture where the culture has a significant influence on the attitudes and behavior of members of the organization (Grund and Dirk, 2001).

Organizational culture is closely related to the perception of values and the environment, then that perception gives birth to meaning and outlook on life that will affect the attitudes and behavior of employees and management at work. Every employee and management should have the same point of view or understanding about the meaning of organizational culture so that work effectiveness in order to achieve organizational goals can be achieved. The culture in the actualized organization is very diverse. It can be in the form of dedication/loyalty, responsibility, cooperation, discipline, honesty, perseverance, enthusiasm, quality of work, fairness, and personal integrity.

This study continues the research conducted by Herpen et al. (2002); which provides an opportunity for other parties to examine the effect of work motivation on job satisfaction. In the end, in this study, it was found that the factors of Organizational Culture, Motivation and Job Satisfaction did have an influence on performance. This study is also in line with research by Koesmono (2005) which found that motivation directly affects job satisfaction and motivation affects performance, job satisfaction affects performance and organizational culture affects performance, organizational culture affects motivation and organizational culture affects job satisfaction ..

The effect of satisfaction on commitment in this study also supports the research of Teresia and Suyasa (2008); where the higher the degree of employee satisfaction can increase the commitment to join the organization.

CONCLUSION

Based on the results and discussion, it is concluded that the variables of organizational culture, motivation and job satisfaction through organizational commitment together (simultaneously) have a positive and significant effect on the variable performance of the Education and Culture Office of Maluku Province employees. Based on the conclusions above, it is suggested that employee performance can be further improved, it is necessary to improve organizational culture that reflects the organization's image, increase employee motivation and satisfaction so that employees have a higher commitment in improving performance.

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