

Effect of Job Satisfaction and Organizational Culture on Employee Performance Through an Organizational Commitment in Public Service Units District Jember

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ABSTRACT: This research aims to examine the effect of job satisfaction and organizational culture on employee performance through an organizational commitment in Public Service Units District Jember. This study is also used organizational commitment as intervening variable. The research design used was conformatory research. The population of this study is employees of Public Service Units District Jember amount 126 employees. The research used sensus method. Analytical tool used is Structure Equation Modelling (SEM). The results of this study prove that job satisfaction have a significant positive effect on organizational commitment. Organizational culture positively insignificant effect on organizational commitment. Job satisfaction have a significant positive effect on employee performance. Organizational culture have a significant positive effect on employee performance. Organizational commitment has a significant positive effect on employee performance.

KEY WORDS: job satisfaction, organizational culture, organizational commitment, employee performance.

Date of Submission: 05-10-2018

Date of acceptance: 18-10-2018

I. INTRODUCTION

Jember Regency is one of the districts with a low level of public service quality. In 2016 Jember was ranked the lowest in 38 districts / cities in East Java. It decreased compared to 2015 which was ranked 34th. This is where we can see the public service system in Jember District is low. Public services in the Jember area are not spared from the various problems that exist, including in several agencies including the Population and Civil Registration Service, the Manpower and Transmigration Service, and the National Unity and Political Agency. Mangkunegara (2007: 9) Employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities imposed on him.

Robbins and Judge (2008) define job satisfaction as a positive feeling for work that comes from evaluating its characteristics. According to Lutans (2011: 137) Organizational culture is a basic thinking pattern that is taught to new personnel as a way to feel, think and act correctly from day to day. Zumali in Durkin (2010) suggests that organizational commitment is a strong and close feeling of a person towards the goals and values of the organization in relation to their role in achieving these goals and values.

Puspitawati (2014) proved that job satisfaction has a significant positive effect on organizational commitment. Sari (2013) effect of organizational culture on organizational commitment is a positive and significant. Cahyono (2018) proved that job satisfaction has a positive effect on employee performance. Ruscahyono (2014) in his research proves job satisfaction has no effect on employee performance. Arianty (2014) proved that organizational culture has a significant positive effect on employee performance. Murty (2012) proved that organizational commitment has a significant positive effect on employee performance.

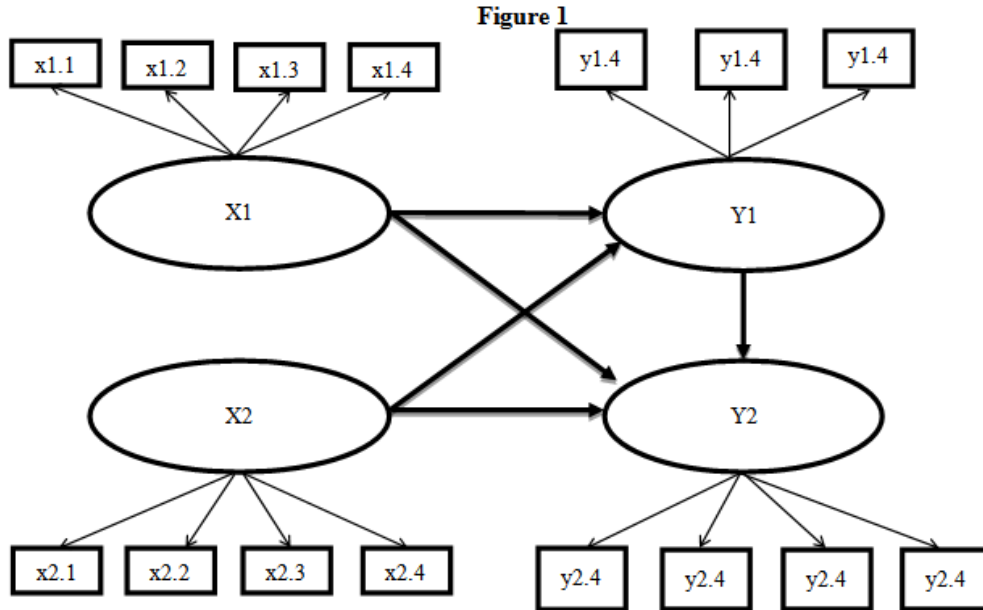
The purposes of this research are: (1) Testing the effect of job satisfaction on organizational commitment in Public Service Units District Jember; (2) Testing the effect of Organizational culture on organizational commitment in Public Service Units District Jember; (3) Testing the effect of job satisfaction on employee performance in Public Service Units District Jember; (4) Testing the effect of organizational culture on employee performance in Public Service Units District Jember; (5) Testing the effect of organizational commitment on employee performance in Public Service Units District Jember.

II. LITERATURE REVIEW

1.1. Conceptual Framework

Based on previous theoretical and research studies the conceptual framework in this research can be described and seen in

Figure 1



Picture 1 Conceptual Framework

1.2. Hypotesis

Hypotesis is a provisional assumption based on previous research. Hypotesis in this research is:

- H₁: Job satisfaction has a significant effect on organizational commitment
- H₂: Organizational culture has a significant effect on organizational commitment
- H₃: Job satisfaction a significant has effect on employee performance
- H₄: Organizational culture has a significant effect on employee performance
- H₅: Organizational commitment has a significant effect on employee performance

III. METHODOLOGY

The research design uses confirmatory research. The population of this research is all employees who work in Public Service Units DistricJember, which is a total of 126 employees. The researcher assigned 116 employees as respondents. this is done to maintain indpendensi.

The measurement indicators of the variables are described in Table 1.

Table 1 Indicators of Variables

Variable	Indicators
Job satisfaction (X ₁)	The nature of work Salary Promotional opportunity Relationship with colleagues
Organizational culture (X ₂)	Integrity Responsible togheternees Obbedient attitude
Organizational commitment (Y ₁)	Affective commitment Normative commitment Continuance commitment
Employee performance (Y ₂)	Loyal to the organization Work performance Obey the rules Don't abuse authority

Data analysis techniques in research using Structure Equation Modelling (SEM) with software IBM SPSS Analisis of Moment Structure (AMOS).Structure Equation Modelling (SEM) in two-stage research: (1) The first stage is to outer the model, is by performing the validity test of convergent, discriminant validity test and reliability test; (2) The second stage is to do the inner model by looking model feasibility test with Goodness of Fit Indices and path coefficient Value and hypothesis testing.

IV. RESULTS AND DISCUSSION

1.3. Research Instrument

Research Instrumenthas a function to know the validity and reliability of the model. The model has two test; validity test and reliability test.

Validity

Validity test is done by conducting bivariate correlations between each indicator score with a total construct or variable score. If the correlation of each score question with a total score shows significant results or less than 0.05 then the statement item is declared valid.

Table 2 Validity Results

No	Indicators	Sig. (2-tailed)		Cutt point	Keterangan
	Job Satisfaction (X ₁)				
1	X _{1.1}	0.000	<	0.05	Valid
2	X _{1.2}	0.000	<	0.05	Valid
3	X _{1.3}	0.000	<	0.05	Valid
4	X _{1.4}	0.000	<	0.05	Valid
	Organizational Culture (X ₂)				
1	X _{2.1}	0.000	<	0.05	Valid
2	X _{2.2}	0.000	<	0.05	Valid
3	X _{2.3}	0.000	<	0.05	Valid
4	X _{2.4}	0.000	<	0.05	Valid
	Organizational Commitment (Y ₁)				
1	Y _{1.1}	0.000	<	0.05	Valid
2	Y _{1.2}	0.000	<	0.05	Valid
3	Y _{1.3}	0.000	<	0.05	Valid
	Employee Performance (Y ₂)				
1	Y _{2.1}	0.000	<	0.05	Valid
2	Y _{2.2}	0.000	<	0.05	Valid
3	Y _{2.3}	0.000	<	0.05	Valid
4	Y _{2.4}	0.000	<	0.05	Valid

Reliability

Reliability test is used to test the extent to which a measuring device can be used again for the same research. Reliability testing in this study is to use alpha formula. The reliability test results for each variable are as follows.

Table 3 Reliability Results

No	Variabel	Cronbach's Alpha		Cutt Point	Keterangan
1	Job Satisfaction (X ₁)	0.802	>	0.7	Reliabel
2	Organizational Culture (X ₂)	0.760	>	0.7	Reliabel
3	Organizational Commitment (Y ₁)	0.765	>	0.7	Reliabel
4	Employee Performance (Y ₂)	0.817	>	0.7	Reliabel

1.4. Structure Equation Modelling

Model feasibility test with Goodness of Fit Indices. Suitability test of structural equation model aims to test whether the proposed model is suitable or fit or the model is sufficient to explain the sample data used.

Table 4 Assessment of Model Conformity

Conformity Model	Grade	Criteria	Results
Chi-square	74.268	≤ 128.689	Good
Probability	0.311	≥ 0.05	Good
RMSEA	0.027	≤ 0.08	Good
GFI	0.919	≥ 0.90	Good
AGFI	0.858	≥ 0.90	Marginal
CMIN/DF	1.076	≤ 2.00	Good
TLI	0.990	≥ 0.95	Good
CFI	0.993	≥ 0.95	Good

Path Coefficient Value and Hypothesis Testing

Table 5 Path Coefficient Value and Hypothesis Testing

		Estimate	S.E.	C.R.	P	Ket.
(Y1)	← (X1)	0.611	0.254	2.401	0.016	S
(Y1)	← (X2)	0.130	0.067	1.939	0.052	TS
(Y2)	← (X1)	0.684	0.247	2.766	0.006	S
(Y2)	← (X2)	0.342	0.092	3.703	0.000	S
(Y2)	← (Y1)	0.523	0.232	2.248	0.025	S

Hypothesis Test

Table 6 Summary of Hypothesis Testing Results

No.	Explanation	Hypothesis	Results
1	Job satisfaction has a significant effect on organizational commitment	H1	Significant positive
2	Organizational culture has a significant effect on organizational commitment	H2	Insignificant positive
3	Job satisfaction a significant has effect on employee performance	H3	Significant positive
4.	Organizational culture has a significant effect on employee performance	H4	Significant positive
5	Organizational commitment has a significant effect on employee performance	H5	Significant positive

V. CONCLUSION

Based on empirical studies and the results of the analysis that has been done, it can be concluded as follows: (1) Job satisfaction has a significant positive effect on organizational commitment. This shows that if job satisfaction is higher then organizational commitment to organizations in public service units will also increase; (2) Organizational culture has no significant positive effect on organizational commitment. Organizational culture will not affect organizational commitment in public service units; (3) Job satisfaction has a significant positive effect on employee performance, if job satisfaction is higher then organizational commitment to the organization in public servant units will also increase; (4) Organizational culture has a significant positive effect on employee performance. It shows that if the organizational culture is higher the organizational commitment to the organization in public servant units will also increase; (5) Organizational commitment has a significant positive effect on employee performance. This shows that if job satisfaction is higher then organizational commitment to organizations in public servant units will also increase.

Researchers have suggestions for the Public Service Units District Jember as well as further researchers (1) Public Service Units District Jember is advised to it's better to establish a sense of togetherness with colleagues so that the office atmosphere is more pleasant; (2) The next researchers suggested to increase the number of respondents for the results of the research are better and subsequent research should add or change other variables that can affect organizational commitment and employee performance.

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Elok Rosyidah "Effect of Job Satisfaction and Organizational Culture of Employee Performance Through a Organizational Commitment in Public Service Units District Jember "International Journal of Business and Management Invention (IJBMI) , vol. 07, no. 10, 2018, pp 33-36