

# The Effects Of Organizational Culture, Organizational Commitment And Job Satisfaction On Employee Performance In Dprd Secretariat Office, Konawe Regency

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**Abstract**— This research was conducted in DPRD Secretariat Office, Konawe Regency which aimed to determine and analyze the effects of: 1) organizational culture, organizational commitment and job satisfaction on employee performance 2) organizational culture on employee performance, 3) organizational commitment on employee performance 4) job satisfaction on employee performance. The population in this research was all employees in DPRD Secretariat Office, Konawe Regency namely 52 employees excluding the leaders. The analysis techniques used in this research were statistical descriptive analysis and multiple linear regression analysis. Results of the research showed that: 1) organizational culture, organizational commitment and job satisfaction have positive and significant effects on employee performance 2) organizational culture has positive and significant effects on employee performance 3) organizational commitment has positive and significant effects on employee performance 4) job satisfaction has positive and significant effects on employee performance.

**Index Terms**— Organizational Culture, Organizational Commitment, Job Satisfaction, and Employee Performance

## 1 BACKGROUND

HUMAN resources have a role to ensure that an organization has qualified individuals to achieve the organizational goals to improve performance and productivity (Armstrong, 1991). The aforementioned goals can be achieved by ensuring that each person in the organization has knowledge and skills in achieving the necessary ability level in order to carry out their work in an effective manner. Also, it is necessary to pay attention that in this effort of HR development, performance of individual and group is a subject for sustainable improvement and that any person in the organization can be developed in a well-adjusted way to maximize their potentials and promotion.

One of the factors to improve employee performance is employee job satisfaction. If employee needs are satisfied based on what they expect, then it will give effects on the improvement of employee performance. Job satisfaction is a condition in which employees have a sense of positive feeling to the given performance assessment. Similar to the Locke (in Luthans 2006), comprehensive definition of job satisfaction includes cognitive, affective and evaluative reaction or attitudes and states that job satisfaction is "enlightened emotional condition or positive emotion from one work or work experience assessment".

Another factor giving effects on employee performance is organizational culture. Organizational culture is one of the ways used by an organization to create unique characteristics

with other organizations. Similar to Robbins (2002) stated that organizational culture refers to a shared definition system held by members. Not only job satisfaction and organizational culture, organizational commitment is also one of the important factors in improving employee performance.

Organizational commitment can have positive or negative effects on employee performance. A research taken by Zefeiti and Mohamad (2017) had findings stating that all sub-scales of organizational commitment have positive and significant effects on performance dimensions. Other studies showing positive results in the relation of organizational culture and employee performance are studies taken by Bandula and Jayatilake (2016), Idris (2015), Sawitri et al (2016), Nikpour (2017), Li (2014), Soepardjo and Nugrohoseno (2014), Handoko et al (2010), Hakim (2015), Syauta et al (2012), and Yulian (2015). Studied taken by Harwiki (2016), Pinho et al (2013), Suryani (2016), as well as Murty and Hudiwinarsih (2012) which have findings showing insignificant relationship of organizational commitment and employee performance.

## 2 PROBLEM FORMULATION

Based on the aforementioned description on the background, the problem formulation in this research is:

1. Do organizational culture, organizational commitment and job satisfaction have effects on the employees per-

- formance at DPRD Secretariat Office, Konawe Regency
2. Does the organizational culture have effect on the employees performance at DPRD Secretariat Office, Konawe Regency
  3. Does organizational commitment have effect on the employees performance at DPRD Secretariat Office, Konawe Regency
  4. Does job satisfaction have effect on the employees performance at DPRD Secretariat Office, Konawe Regency

### 3 THEORITICAL STUDY

#### 3.1 Organizational Culture

Culture is always attached to the life of each human. The culture attached to an individual can be different to the culture in an organization or company. The culture in an organization has great effects on a work success. The following will explain some definitions of organizational culture.

1. Edgar Schein (in Luthans 2006), organizational culture is basic assumption pattern which is created, found out or developed by certain groups when they adjust themselves to external problems and integrate their internal issues which have worked quite well as well as been considered to be worth, and therefore, it is taught to any new members as an appropriate way to realize, think, and feel the relationship to the problems.
2. According to Pettigrew (in Sobirin 2007), it gave definition of organizational culture as "the meaningful system of such publicly and collectively accepted meanings operating for given group at a given time".

#### Indicators of Organizational Culture

Indicators of organizational culture according to Victor (Wibowo, 2006) are as follow:

1. Individual Initiative is a level of responsibility, freedom and independence owned by an individual.
2. Risk Tolerance is a level in which employees are encouraged to take risks to be aggressive and innovative.
3. Control is a number of rules and direct control used to determine and supervise work behavior.
4. Management Support is a level in which managers try clear communication, assistance and support to their subordinates.
5. Communication Pattern is a level in which organizational communication is limited to authority of formal hierarchy.

#### 3.2 Organizational Commitment Definition of Organizational Commitment

Organizational commitment is a reflection of attitude seen from employee loyalty to the organization and has sustainable process as well as takes side to an organization and gives all

abilities owned to the organization in order to achieve organizational goals. The following is described definition of organizational commitment.

According to Robert and Kinicki (in Robert Kreitner, 2011), organizational commitment is a reflection in which an employee recognizes his organization and is bound with its goals. This is an important attitude of work since people with commitment are expected to have ability to show their willingness to work hard in order to achieve organizational goals and has greater passion to remain working in a company.

#### Indicators of Organizational Commitment

According to Lincoln and Bashaw (in Sopiah, 2008) organizational commitment has three indicators, namely:

1. Employee Willingness, is employee willingness to strive for the achievement of organizational interests.
2. Employee loyalty, is employee willingness to maintain their membership to continue to be a part of the organization.
3. Employee pride, is seen by employees feeling of pride to be a part of the organization in which they are involved in and feeling that the organization has become a part of their life.

#### 3.3 Concept of Job satisfaction Definition of Job satisfaction

Job satisfaction is an attitude construct reflecting one evaluation on his work (Ilies, 2009:101). In the measurement of job satisfaction, this emotional aspect in general has less attention compared to its cognitive aspects (Brief, 2014:96). Job satisfaction in general is measured by "single-shot" in retrospective survey which is indeed good to obtain cognitive aspects of a work and less able to obtain affective experiences of the work (Ilies, 2014:102).

Weiss (2009:82) stated that equivalent assumption of job satisfaction is an affection or emotional condition and as a general attitude to a necessary work to be evaluated. It is necessary for organizational researchers to distinguish overall evaluation to work and affective experiences or reactions to works. In the context of mood and emotion roles in working (which have obtained much attention by researchers currently), there is a start of developing focus of antecedent as well as affective aspect consequences to job satisfaction. Thus, it is certainly important to obtain affective components when measuring work satisfaction (Fisher, 2010:87).

#### Indicators of Job Satisfaction

Robbins (2013:103) stated the indicators used to measure work satisfaction:

1. Satisfaction with Salary.
2. Satisfaction with current work.
3. Satisfaction with superiors' attitudes.
4. Satisfaction with colleagues.
5. Satisfaction with promotion.

#### 3.4 Concept of Employee Performance Definition of Performance

According to Hasibuan (2010: 160), performance is a result of

work achieved by a person in carrying out his duties on skills, effort and opportunity. Based on the above explanation, performance is a result achieved by a person in carrying out tasks based on skills, experience and seriousness and time according to predetermined standards and criteria. According to Wibowo (2012; 7) Performance is about doing work and the results achieved from that work.

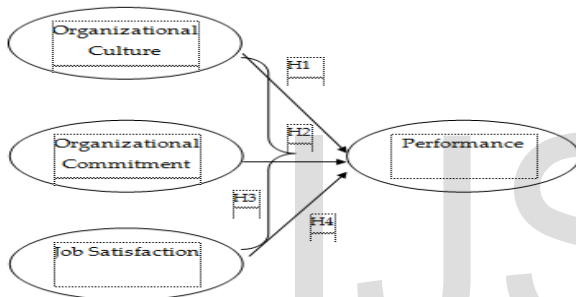
**Indicators of Performance Assessment**

Umar (2010: 102) suggested the performance indicators, namely:

1. Knowledge of work
2. Ability to cooperate
3. Initiative
4. Discipline and work order
5. Time utilization
6. Responsibility

**4 CONCEPTUAL FRAMEWORK**

Scheme 3.1. Conceptual Framework



**5 RESEARCH METHOD**

The objects of this research are the effects of organizational culture, organizational commitment and job satisfaction on employee performance at the DPRD Secretariat of Konawe Regency. Respondents of this study were all employees of the Secretariat of the DPRD of Konawe Regency, namely 52 employees, since the sampling technique was a census or saturated sample which the entire population was the research respondent. The analysis tools used were descriptive analysis and multiple linear regression analysis using the SPSS 21 application.

**6 RESULTS OF DATA PROCESSING AND HYPOTHESES TESTING**

Based on the description of the data on the effects of organizational culture, organizational commitment and job satisfaction on employee performance at the Konawe Regency DPRD secretariat office. Based on the results of the analysis using a computer program (SPSS version 21.0), the results are as shown in the following table:

Table Multiple Linear Regression Analysis Results

Variables	Regression Coefficient (b)	Tarithmetic (db =96)	Significance Values
1. Organizational Culture (X <sub>1</sub> )	0,432	10,173	0,000
2. Organizational Commitment (X <sub>2</sub> )	0,373	5,098	0,000
3. Work Satisfaction (X <sub>3</sub> )	0,216	2,651	0,011
R Value	0,894		
Determination Coefficient (R square)	0,799		
F Value	1259,779		
F Significance	0,000		

Source: Results of Data Processing of SPSS 2021

**Regression Equation**

Based on the results of regression analysis in the above table, the line equation of multiple linear regression can be determined as the following:

$$Y = a + b_1X_1 + b_2X_2 + \dots + b_nX_n + e$$

$$Y = 0,432X_1 + 0,373X_2 + 0,216X_3$$

The regression equation can be explained as follows:

b<sub>1</sub> = 0.432 because there is a positive standardized regression coefficient or it has directional relationship, so if the organizational culture increases, it will improve employee performance at the DPRD secretariat office, Konawe Regency, by assuming that organizational commitment and job satisfaction are considered to be constant.

b<sub>2</sub> = 0.370 because there is a positive standardized regression coefficient or it has directional relationship, so if the organizational commitment increases, it will improve employee performance at the DPRD secretariat office, Konawe Regency, by assuming that organizational commitment and job satisfaction are considered to be constant.

b<sub>3</sub> = 0.223 because there is a positive standardized regression coefficient or it has directional relationship, so if the job satisfaction increases, it will improve employee performance at the DPRD secretariat office, Konawe Regency, by assuming that organizational commitment and job satisfaction are considered to be constant.

**Discussion**

The discussion of the results of this study is based on the results of hypothesis testing and theoretical support and the results of previous studies.

**6.1 Organizational culture, organizational commitment and job satisfaction have positive and significant effects on employee performance in DPRD Secretariat Office, Konawe Regency**

Results of testing on the first hypothesis confirm that organizational culture, organizational commitment and job satisfaction have positive and significant effects on employee performance at the DPRD Secretariat Office, Konawe Regency. This means that changes in increased organizational culture, organizational commitment and job satisfaction will have effects on improving employee performance at the DPRD Secretariat Office, Konawe Regency.

Results of this study are in line with a research conducted by Handoko et al (2010) which concluded that organizational culture, organizational commitment and job satisfaction have positive and significant effects on employee performance. Ac-

According to Hasibuan (2010: 160), performance is the result of work that can be achieved by an employee in carrying out his duties and responsibilities for his abilities, rewards and opportunities. The results of this study also support results of a research conducted by Syauta et al (2012) which concluded that an increase in organizational culture, organizational commitment and job satisfaction will have effects on improving employee performance.

### **6.2 Organizational culture has positive and significant effects on employee performance in DPRD Secretariate Office, Konawe Regency**

Results of testing on the second hypothesis confirm that organizational culture has positive and significant effects on employee performance at the DPRD Secretariat Office, Konawe Regency. This means that changes in increased organizational culture will have effects on improving employee performance in the DPRD Secretariat Office, Konawe Regency. The underlying thinking logic is that by the existence of good organizational culture, there will be improved employee performance which can be seen from knowledge, ability for cooperation, being initiative, discipline, utilizing time and being responsible of.

Organizational culture has relationship with employee performance. Meutia et al. (2019) stated that to create effective and efficient employee performance for the sake of organizational sustainability, it is necessary for the existence of organizational culture as one of the work guidance programs which will be used as the reference for employee to carry out organizational activity. Each organization or institution will try to improve employee performance to achieve the determined organizational goals. An adaptive organizational culture to era changes is one which can improve performance (Aput Ivan Alindra, 2015). A research conducted by Sunarno, (2019) found out that better organizational culture determined by an organization will give effects on improving employee performance.

### **6.3 Organizational commitment has positive and significant effects on employee performance in DPRD Secretariate Office, Konawe Regency**

Results of testing on the third hypothesis confirm that organizational commitment has positive and significant effects on employee performance at the DPRD Secretariat Office, Konawe Regency. This means that changes in increased organizational commitment will have effects on improving employee performance at the DPRD Secretariat Office, Konawe Regency. The underlying thinking logic is that by the existence of high level of organizational commitment, there will be improved employee performance which can be seen from knowledge, ability for cooperation, being initiative, discipline, utilizing time and being responsible of.

Results of this study are in line with a research conducted by Kardinah Indrianna Meutia et al. (2019) stating that organizational commitment has positive and significant effects on employee performance. It means that higher organizational commitment perceived by employees will improve employee performance in the DPRD Secretariat Office, Konawe Regency. Robbins and Judge (2008), stated that organizational commitment is a condition in which an employee takes side of certain

organization and its goals as well as has strong willingness to remain the membership of the organization. Meanwhile, according to Mathisand Jackson (2006), organizational commitment is a level in which an employee has trust and accept goal targets which are willing to be achieved by an organization as well as are willing to remain in the organization.

### **6.4 Job Satisfaction has positive and significant effects on employee performance in DPRD Secretariate Office, Konawe Regency**

Results of testing on the fourth hypothesis confirm that job satisfaction has positive and significant effects on employee performance at the DPRD Secretariat Office, Konawe Regency. This means that changes in increased job satisfaction commitment will have effects on improving employee performance at the DPRD Secretariat Office, Konawe Regency. The underlying thinking logic is that by the existence of high level of job satisfaction, there will be improved employee performance which can be seen from knowledge, ability for cooperation, being initiative, discipline, utilizing time and being responsible of.

Results of this study are in line with a research conducted by Al-Sada, et al. (2017) which concluded that job satisfaction positive and significant effects on employee performance. It means that higher job satisfaction in the DPRD Secretariat Office, Konawe Regency will improve employee performance. If employees feel that their needs are satisfied based on what they expect then the employees will have positive attitude to the assessment of performance given by the organization.

### **6.5 Research Limitation**

Limitation of this research is that this research only focused on the DPRD Secretariat Office, Konawe Regency so that it cannot be generalized to all DPRD Secretariat offices in Southeast Sulawesi. This study also did not analyze the perceptions of honorary employees because the respondents of this study were only employees working as State Civil Service (ASN) so that the performance of honorary employees was not analyzed.

## **7 CONCLUSION**

Based on the results of the analysis and discussion, the following conclusions can be drawn:

Organizational culture, organizational commitment and job satisfaction partially or simultaneously have positive and significant effects on employee performance in the DPRD Secretariat Office, Konawe Regency. This means that an increase in organizational culture, organizational commitment and job satisfaction will improve the employee performance in the DPRD Secretariat Office, Konawe Regency.

Further research can develop this research by adding other variables that can improve employee performance, namely employee motivation and competence. In addition, further research can also focus on the performance of honorary employees.

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