




The Influence of Organization Culture, Job Satisfaction, and Work Involvement on Employees’ Organizational Commitment at Sorong Satte Polytechnic

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Article Info	Abstract
Received: Accepted: Published: Keywords: Organization culture, Organization commitment, Job satisfaction, Performance,	This study aims to investigate the impact of organizational culture and organizational commitment on employee performance, as measured by job satisfaction, at Sorong State Polytechnic. This study is quantitative. The population in this study was all employees at Sorong State Polytechnic. The sampling technique employed was a saturated sample, comprising 179 individuals. The data collection technique used a questionnaire that had been tested for validity and reliability. The data analysis technique used was SEM AMOS. The results of this study indicate that: (1) there is a positive influence of organizational culture on employee job satisfaction, (2) there is a positive influence of organizational commitment on employee job satisfaction, (3) there is a positive influence of organizational culture on employee performance, (4) there is a positive influence of organizational commitment on employee performance, (5) there is an influence of job satisfaction on employee performance.

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1. INTRODUCTION

Performance is the achievement of organizational goals that can be formed in quantitative or qualitative output, creativity, reliable flexibility, or other things that the organization can desire. Performance assessment can be long-term or short-term, also at the individual, group, or organizational level. Performance: Each employee contributes to the performance of the group, which in turn contributes to the performance of the organization. In a highly effective organization, management helps create

positive synergy, that is, the whole is greater than the sum of its parts. At no level is there a single criterion measure that is appropriate to reflect performance (Fahmi, Agung, & Rachmatullaily, 2018). In the research of Fahmi et al. (2018), organizational culture has a fairly important role in improving employee performance. Organizational culture functions as a binder for all components of the organization, determines identity, energy injection, motivator, and can be used as a guideline for members of the organization. Aliyah et al., (2015) in their research said that organizational culture is usually closely associated with the values, norms,

attitudes and work ethics that are held together by each component in the organization. Another variable that affects employee performance is organizational commitment.

Based on the results of a survey distributed by Willis Towers Watson which was on a thousand employees in Indonesia from various levels of positions, the results obtained were that 66% of employees in Indonesia resigned from the organization on average within a period of approximately two years. While 34% of employees were able to remain in the organization (Sukarno, 2014). Jackson & Mathis, (2010) stated that organizational commitment is the level of trust and acceptance of the workforce towards the goals of the organization and having the desire to remain in the organization. Siagian (2019) stated that there is a strong correlation between job satisfaction and absenteeism. This means that it has been proven that employees with high levels of job satisfaction will have low levels of absenteeism. Conversely, employees with low levels of satisfaction will have higher levels of absenteeism. In addition to high absenteeism, employee turnover can also be an indicator of employee dissatisfaction. Meanwhile, the latest data obtained by researchers is as follows: during July 2022, five employees applied for a transfer of duties (Head of Personnel, 2022).

In addition, the average employee attendance rate is 16.45 days per month. The level of organizational culture and employee commitment to the values and goals of the organization will ultimately affect employee performance. Therefore, the clarity of goals and policies implemented by the organization is a very important factor and needs to be implemented properly and correctly so that employee commitment to the organization can grow. Of course, the organizational commitment of employees can grow along with the creation of good job satisfaction. The warmth of working relationships in the workplace, the organization's attention to increasingly adequate facilities and infrastructure, and better employee appreciation need to get the attention of superiors because these factors contribute positively to employee performance. The influence of organizational culture on job satisfaction, expressed by Williams, Perillo, & Ted (2015), who stated: Organizational culture is related to organizational success. Cultures based on adaptability, involvement, a clear vision, and consistency can help companies achieve higher sales growth, return on assets, profits, quality, and employee satisfaction.

Organizational culture can be promoted to facilitate the achievement of job satisfaction and organizational goals. Cultural measurement can serve as a starting point in diagnosing and influencing such changes in organizations. Belias & Koustelios's (2017) research revealed that there was no statistically significant difference between employees from different types of organizational cultures and different types of institutions.

H1: Organizational culture is thought to have a positive and significant influence on job satisfaction.

One way to increase job satisfaction is to increase

employee organizational commitment. This is in accordance with research conducted (Darma et al., 2018) which obtained the results that there is a positive and significant relationship between employee job satisfaction and employee organizational commitment. In this regard, it is very important for companies to be able to increase employee commitment. This is reinforced by the opinion of Koesmono (2005) who stated that basically the more positive the work attitude, the greater the job satisfaction, for that various indicators of job satisfaction need special attention so that workers can improve their performance. In general, a person feels satisfied with his work because he is successful and gets a fair assessment from his leader.

H2: Organizational commitment is thought to have a positive and significant influence on job satisfaction.

Rivai & Sagala (2013) stated that a better organizational culture will result in higher performance and vice versa. Employee Organizational Performance Culture. Kawiana (2018) in his research also concluded that: (1) the influence of organizational culture variable on organizational commitment was significant; (2) The influence of employee satisfaction variable on organizational commitment was significant; (3) The influence of personality variables on organizational commitment was significant; (4) The influence of organizational culture variables on employee performance interest was significant; (5) The influence of employee satisfaction variable on employee performance was significant; (6) The influence of personality variables on employee performance was significant; and (7) The influence of organizational commitment variable on employee performance was significant.

H3: Organizational culture is thought to have a positive and significant influence on employee performance.

Theoretically, job satisfaction has a relationship with work performance. Hettiarachchi & Jayarathna (2017) stated that individuals with a high level of organizational commitment will show positive behavior towards the organization, give their best, make sacrifices, have a high level of loyalty to the organization, and have a willingness to remain in the organization. This means that individuals with a high level of organizational commitment require efforts to show good performance (a high level of work performance). Conversely, individuals with a low level of organizational commitment tend to show an attitude of indifference and irresponsibility towards completing their work (low level of work performance).

H4: Organizational commitment is thought to have a positive and significant influence on employee performance.

Studies on job satisfaction have been conducted for a long time and are quite numerous, associated with the level of productivity and employee performance. Job satisfaction is one measure of the quality of life in an organization, and it will be a poor prediction if job satisfaction does not lead to increased performance.

Indications of job satisfaction are usually associated with the level of absenteeism, the level of workforce turnover, both of which can create high costs in the organization, so that companies are very economically justified to be concerned with employee performance because it greatly affects employee performance and organizational effectiveness (Rizal, 2011). Job satisfaction is individual. Each individual has a different level of satisfaction, as defined by Kreitner & Kinicki (2014), stating that job satisfaction is the effectiveness or emotional response to various aspects of work. This definition implies that job satisfaction is not a single concept; otherwise, one can be relatively satisfied with one aspect of their work, is not satisfied with one or several other aspects. The description above shows that employee satisfaction is a variable that affects employee performance.

H5: Job satisfaction is thought to have a positive and significant influence on employee performance.

2. Method

In this study, the author aims to investigate the extent to which organizational culture and organizational commitment influence employee performance through job satisfaction at Sorong State Polytechnic, using AMOS Structural Equation Modeling. The population of this study was all employees of the Sorong State Polytechnic. This study took a sample of 179 consumers. Data collection by the author was carried out by distributing questionnaires. The method used is to distribute questionnaires directly. Another way is with Google.form (Sugiyono, 2020). The research model is as shown in Figure 1.

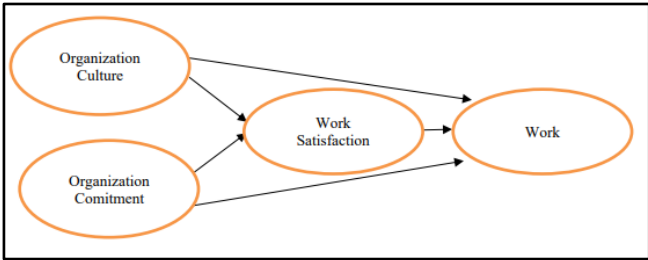


Figure 1. Research Model

3. RESULTS AND DISCUSSION

Figure 2 is a full SEM model of the relationship between the three variables. It can be seen whether the independent variable affects the dependent variable. Based on the results of the full SEM model analysis, the t value of the relationship between each variable can be determined. The model suitability test is carried out to determine whether the model has met the criteria for the goodness of fit index, as in Table 1.

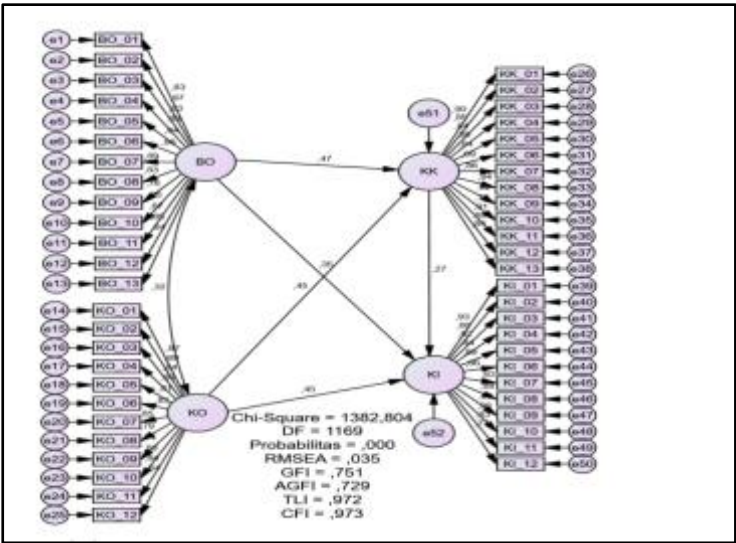


Figure 2. Full SEM Model

Table 1. Goodness of Fit Full Model SEM

Index	Cut Off Value	Results	Model Evaluation
RMSEA	≤0.08	0.035	Fitted
GFI	≥0.90	0.751	Cure Fitted
NFI	≥0.90	0.850	Marginally Fitted
CMIN/DF	≤ 2.00	1.161	Fitted
RMR	≤0.05	0.047	Fitted
CFI	≤0.95	0.975	Fitted

Based on Table 1. Goodness of fit, it can be concluded that the model has not met the criteria of the goodness of fit index. Therefore, model modification is needed in order to find a model that meets the criteria of goodness of fit, as in Figure 3 and the results in Table 2.

Table 2. Goodness of Fit Full Model SEM

Index	Cut Off Value	Results	Model Evaluation
RMSEA	≤0.08	0.000	Fitted
GFI	≥0.90	0.828	Marginally Fitted
NFI	≥0.90	0.898	Fitted
CMIN/DF	≤ 2.00	0.928	Fitted
RMR	≤0.05	0.046	Fitted
CFI	≥0.95	1.000	Fitted

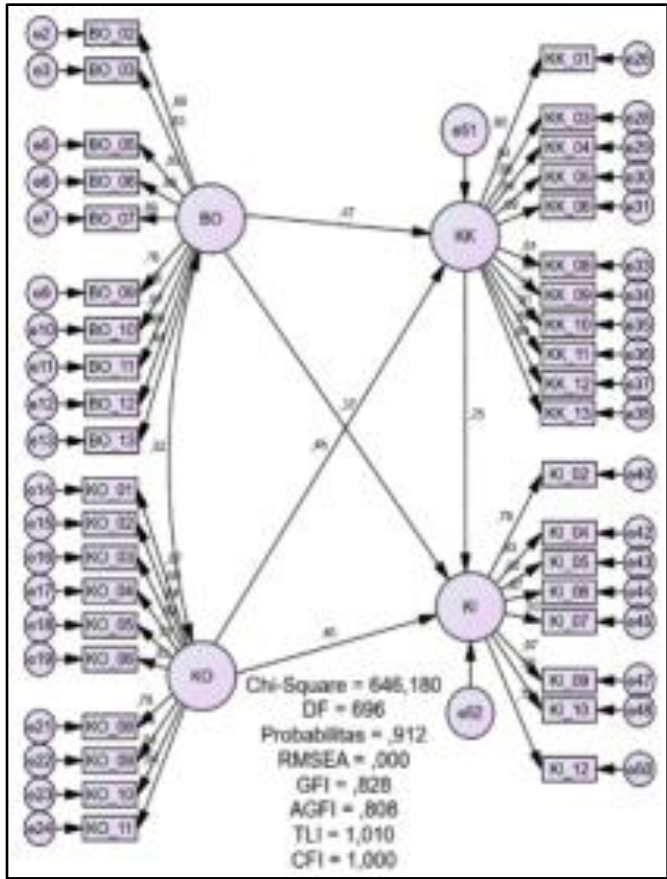


Figure 3. Modification Model

After processing the model in the SEM fit model analysis, three indicators must be eliminated, namely X1.01, X1.04, and X1.08. The first order construct stage of the Organizational Commitment variable has 1 factor with 12 indicators. After processing the model in the SEM fit model analysis, two indicators must be eliminated, namely X2.07 and X1.12. The first-order construct stage of the employee job satisfaction variable has 1 factor with 13 indicators. After processing the model in the SEM fit model analysis, two indicators must be eliminated, namely Z.02 and Z.07. The first-order construct stage of the employee performance variable has 1 factor with 12 indicators. After processing the model in the SEM fit model analysis, four indicators must be eliminated, namely Y.01, Y.03, Y.08, and Y.11.

Next, the results of the goodness of fit test were carried out by looking at the values on the criteria that had been set to determine whether the full SEM model was fit or not. The RMSEA value was 0.000, GFI was 0.828, NFI was 0.898, CMIN/DF was 0.928, RMR was 0.046, and CFI was 1.000. Based on these results, the model of the six measuring instruments (RMSEA, GFI, NFI, RMR, CMIN/DF, RMR, and CFI) showed good numbers according to the index criteria, this indicates that the model is not fully fit; there are 2 criteria that are margin fit. However, the researcher did not create other alternative models because there were only 2 that were not fit. The results of the model test can be seen in Table 3.

Table 3. The Regression Weight Results

Indep. Variable	Depen. Variable	Est.	CR	p-Value	SE	Sig.
Organization Culture	Job satisfaction	0.479	7.024	***	0.068	Sig.
Organization Commitment	Job satisfaction	0.470	6.666	***	0.070	Sig.
Organization Culture	Employee performance	0.228	5.564	***	0.041	Sig.
Organization Commitment	Employee performance	0.293	6.630	***	0.044	Sig.
Work Satisfaction	Employee performance	0.152	3.355	***	0.045	Sig.

Based on the processing results with the AMOS program, the regression weight results are obtained as shown in Table 3. From the data processing results, it can be seen that all variables have a significant effect. Thus, the hypothesis test can be interpreted as below:

- Hypothesis test 1: From the assumption, after being tested, it was proven that the coefficient of the Organizational Culture variable was positive at 0.479. The influence of Organizational Culture is statistically significant because it is known that the significance of the Organizational Culture variable of 0.000 is smaller than 0.05, so H0 is rejected, which means that there is a significant influence of the Organizational Culture variable on the Employee job satisfaction variable.
- Hypothesis test 2: From the assumption, after being tested, it was proven that the coefficient of the organizational commitment variable was positive at 0.470. The effect of organizational commitment on employee job satisfaction is statistically significant because it is known that the significance of the organizational commitment variable on employee job satisfaction is 0.000, which is smaller than 0.05, so H0 is rejected, which means there is a significant effect of the organizational commitment variable on employee job satisfaction.
- Hypothesis test 3: From the assumption, after testing, it was proven that the coefficient of the organizational culture variable was positive at 0.228. The influence of organizational culture is statistically significant because it is known that the significance of the performance variable of 0.000 is smaller than 0.05, then H0 is rejected, which means there is a significant influence of the organizational culture variable on the performance variable.
- Hypothesis test 4: From the assumption, after testing, it was proven that the coefficient of the Organizational Commitment variable was positive at 0.293. The influence of Organizational Commitment is statistically significant because it is known that the significance of the Performance variable of 0.000 is smaller than 0.05, then H0 is rejected, which means there is a significant influence of the Organizational Commitment variable on the Employee Performance variable.

- Hypothesis test 5: From the assumption, after being tested, it was proven that the coefficient of the Employee Job Satisfaction variable was positive at 0.152. The influence of Employee Job Satisfaction is statistically significant because it is known that the significance of the Performance variable of 0.000 is smaller than 0.05, so H_0 is rejected, which means that there is a significant influence of the Employee Job Satisfaction variable on the Employee Performance variable.

3.1 Discussion

First, the results of this study prove that Organizational Culture has an effect on Employee Job Satisfaction at Sorong State Polytechnic with an estimated value of 0.601, so the hypothesis stating that organizational culture has an effect on employee work involvement of 60.1% can be accepted. The results of this study are in line with the opinion put forward by Williams, Perillo, & Ted (2015), which states: Organizational culture is related to organizational success. Cultures based on adaptability, involvement, a clear vision, and consistency can help companies achieve higher sales growth, return on assets, profits, quality, and employee satisfaction.

Second, the results of this study prove that Organizational Commitment has an effect on Employee Job Satisfaction at the Sorong State Polytechnic with an estimated value of 0.470, so the hypothesis that organizational commitment has an effect on employee job satisfaction by 47.0% can be accepted. One way to increase job satisfaction is to increase employee organizational commitment. This is in accordance with the research conducted (Darma et al., 2018), which obtained the results that there is a positive and significant relationship between employee job satisfaction and employee organizational commitment. In this regard, it is very important for companies to be able to increase employee commitment. This is reinforced by the opinion of Koesmono (2005), who stated that basically, the more positive the work attitude, the greater the job satisfaction, for various indicators of job satisfaction need special attention so that workers can improve their performance. In general, a person feels satisfied with his work because he is successful and gets a fair assessment from his leader.

Third, the results of this study prove that Organizational Culture has an effect on Employee Performance at Sorong State Polytechnic with an estimated value of 0.228, so the hypothesis stating that organizational culture affects employee performance by 22.8% can be accepted. Rivai & Sagala (2013) stated that a better organizational culture will result in higher performance and vice versa. Employee Organizational Performance Culture Figure 2 Relationship between Organizational Culture and

Employee Performance Organizational culture refers to a system of meaning held by members of an organization that distinguishes the organization from other organizations that are able to spur it towards a better direction (Robbins, 2006). The existence of a relationship between organizational culture and performance is supported by the results of Olu Ojo's research through his thesis entitled: Impact Assessment of Corporate Culture on Employee Job Performance published by the Business Intelligence Journal in August 2009 volume 2 number 2, which states that there is a positive relationship between organizational culture and employee performance.

Fourth, the results of this study prove that Organizational Commitment has an effect on Employee Performance at the Sorong State Polytechnic with an estimated value of 0.152, so the hypothesis stating that Organizational Commitment has an effect on employee performance by 15.2% can be accepted. Theoretically, job satisfaction has a relationship with work performance. Hettiarachchi & Jayarathna (2017) stated that individuals with a high level of organizational commitment will show positive behavior towards the organization, give their best, make sacrifices, have a high level of loyalty to the organization, and have a willingness to remain in the organization. This means that individuals with a high level of organizational commitment require efforts to show good performance (a high level of work performance). Conversely, individuals with a low level of organizational commitment tend to show an attitude of indifference and irresponsibility towards completing their work (low level of work performance).

Fifth, the results of this study prove that employee job satisfaction has an effect on employee performance at the Sorong State Polytechnic with an estimated value of 0.152, so the hypothesis stating that employee job satisfaction has an effect on employee performance by 15.2% can be accepted. Studies on job satisfaction have been conducted for a long time and are quite numerous, associated with the level of productivity and employee performance. Job satisfaction is one measure of the quality of life in an organization, and it will be a bad prediction if job satisfaction does not lead to increased performance. Indications of job satisfaction are usually associated with absenteeism, employee turnover; both of these can create high costs in the organization, so that companies are very economically justified to be concerned with employee performance because it greatly affects employee performance and organizational effectiveness (Rizal, 2011). Job satisfaction is individual. Each individual has a different level of satisfaction, as defined by Kreitner & Kinicki (2014), stating that job satisfaction is the effectiveness or emotional response to various aspects of work. This

definition implies that job satisfaction is not a single concept, otherwise, one can be relatively satisfied with one aspect of their job and dissatisfied with one or more other aspects. The description above shows that employee satisfaction is a variable that affects employee performance.

4. CONCLUSION

The results of this study indicate that: (1) there is a positive influence of organizational culture on employee job satisfaction, (2) there is a positive influence of organizational commitment on employee job satisfaction, (3) there is a positive influence of organizational culture on employee performance, (4) there is a positive influence of organizational commitment on employee performance, (5) there is an influence of job satisfaction on employee performance. Based on the results of this study, it is expected to improve organizational culture, organizational commitment so that job satisfaction increases as well and employee performance will increase. Every research is subject to limitations; Thus, you can explain them here and briefly provide suggestions for further investigations.

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