

Research Article

The Influence of Organizational Culture and Organizational Commitment to Organizational Performance through Job Satisfaction as a Variable of Mediation in PT. Dream Wear

Devi Jaya Deva Bahri Piliang¹, Abdul Rivai² & Harry Indratjahyo²¹Student of Master of Management at Universitas Krisnadwipayana²Lecturer at Universitas Krisnadwipayana Campus Unkris Po Box 7774 Jat/Cm Jakarta 13077, Indonesia**Article History**

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Abstract: This study aims to determine the effect of organizational culture on organizational performance, the influence of organizational commitment to organizational performance, the effect of job satisfaction on organizational performance, the influence of organizational culture on job satisfaction, the effect of organizational commitment on job satisfaction, the influence of organizational culture on organizational performance through employee job satisfaction and know the effect of organizational commitment on organizational performance through employee job satisfaction. The population in this study employee who works in the office of PT. Dream Wear. While the sample used was 50 employees who worked at the company office. Sampling uses the saturated sample method because it uses all employees in the company office. Data analysis uses path analysis.

Based on data analysis, it is known that organizational culture influences organizational performance, organizational commitment influences organizational performance, job satisfaction influences organizational performance, organizational culture influences job satisfaction, organizational commitment influences job satisfaction, organizational culture influences organizational performance through job satisfaction employees and organizational commitment affect organizational performance through employee job satisfaction.

Keywords: organizational culture, organizational commitment, job satisfaction, organizational performance.

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INTRODUCTION

PT. Dream Wear is a company that manufactures garments with an export orientation. Commitment strives to have a good commitment and have a quality product. The company also strives to develop competent human resources with effective training. The company continues to develop sustainable progress. By using these activities the company increases productivity from year to year. The number of employees is 50 people and in the factory, there are 1200 people. The company continues to strive to increase its productivity in the future.

The organizational performance continues to increase with the reason that the desire and strong motivation of the company continue to grow, supported by the development of human resources, good corporate strategy and the ability of workers in the factory who have the expertise to produce good products.

Organizational performance is influenced by several factors such as organizational culture, organizational commitment, and job satisfaction.

LITERATURE REVIEW

Organizational Culture

Organizational culture as a set of values and norms that control organizational members interact with others and with suppliers, consumers and other people outside the organization. Organizational culture consists of the final state that the organization strives to achieve (terminal values) and models driving organizational behavior (instrumental values). Ideally, instrumental value helps organizations achieve terminal goals. Different organizations have different cultures because

they process different terminal and instrumental value arrangements.

Organizational culture is the style and way of life of an organization which is a reflection of the values or beliefs held by all members of the organization, organizational culture is a pattern of beliefs, values, rituals, myths of members of an organization that affect the behavior of all individuals and groups in the organization (Ernawan, 2011: 74). Organizational culture influences most aspects of organizational life, such as how decisions are made, who makes them, how rewards are shared, how people are treated, and how the organization responds to its environment. Other definitions of organizational culture are stated by Tika (2010: 4) the organizational culture is the body of a solution to external and internal problems, that has worked consistently for a group and that is therefore taught to new members as the correct way to perceive, think about and feel concerning those problems.

While Wibowo (2016: 15), organizational culture as what is felt by workers and how this perception creates patterns, beliefs, values, and expectations ". Following Mangkunegara (2014; 133) organizational culture is a set or assumption or system of beliefs, values , and norms developed in organizations that serve as guidelines for behavior for members to overcome the problem of external adaptation and internal integration, Chatab (2007: 10) organizational or corporate culture is a pattern of values, norms, beliefs, attitudes and assumptions that can no longer be articulated, but rather shape and determine how people behave and get things done "

Furthermore, Robbins (2013) argues that organizational culture as the dominant values disseminated in the organization is used as an employee work philosophy that serves as a guide for organizational policies in managing employees and consumers. According to Robbins (2013), strong organizational culture is a culture in which the core values of the organization are held intensively and widely shared by members of the organization.

The classification or dimension of organizational culture according to Greenberg and Baron (2003), and Robbins (2013: 721) there are seven. Based on the seven dimensions of organizational culture, as a whole captures the nature of organizational culture, namely;

- a. Innovation and risk-taking, which is the degree to which members of the organization are encouraged to innovate and dare to take risks.
- b. Detailed attention, i.e. the extent to which members of the organization show the accuracy of the analyst and attention to detail.

- c. Orientation towards people/individuals, namely the degree to which decisions are made taking into account the impact on outcomes in the people in the organization.
- d. Results orientation, which is the degree to which management focuses on results rather than the techniques and processes used to achieve those results
- e. Cooperation orientation is the extent to which work activities are organized based on teams, not based on individual organizations.
- f. Stability is the degree to which organizational activities emphasize maintaining the status quo rather than organizational growth.
- g. Aggressiveness is the extent to which members of the organization can be aggressive, competitive and not relaxed.

Organizational Commitment

According to Cherrington (1995) that organizational commitment is a personal value, which sometimes refers to being loyal to the company. Robbins (2013) argues that organizational commitment is one of the attitudes that reflect feelings of like or dislike for the organization at work.

Organizational commitment is the attitude of employees who are interested in the goals, values, and goals of the organization which are shown by the acceptance of individuals of the values and goals of the organization and have a desire to be affiliated with the organization and willingness to work hard for the organization so that individuals feel at home and still want to stay in the organization for the achievement of organizational goals and sustainability.

Meyer and Allen (1993) put forward three components of organizational commitment:

1. Affective Commitment occurs when employees want to be part of an organization due to emotional attachments or feel they have the same values as the organization,
2. Continuance Commitment, which is the willingness of individuals to stay afloat in the organization because they do not find other jobs or because of certain economic rewards,
3. Normative Commitment arises from employee values. Employees remain, members of the organization because there is an awareness that commitment to the organization is the right thing to do.

Organizational commitment is one's commitment to the organization where he works. A person's commitment to the organization is one guarantee to maintain the continuity of the organization. In his research Porter and Steers (1983) show that high commitment affects the high level of performance. Besides that, someone who has a high level of

commitment to his organization tends to stay as a member for a relatively long period.

Job Satisfaction

Job satisfaction is a very important thing that must be owned by someone at work. Each employee has a different level of job satisfaction, it will be different for each individual in achieving job satisfaction. The more aspects of the job that are in line with the individual's expectations, the higher the level of satisfaction that is felt.

According to Robbins and Judge (2013: 99) job satisfaction is defined as a positive feeling about someone's work that is the result of an evaluation of their characteristics. Someone with a high level of job satisfaction has positive feelings about the job, while someone dissatisfied has negative feelings about the job.

Wexley and Yukl (Bangun; 2012) say that job satisfaction is a generalization of attitudes towards work. The various attitudes of a person towards his work reflect pleasant and unpleasant experiences at work and his hopes for future experiences. Work that is fun to do can be said that the work gives satisfaction to the leader. In the opposite event, dissatisfaction will be obtained if a job is not pleasant to be done.

Luthans (2000: 243) defines job satisfaction as a result of employees' perception of how well their work provides what is considered important. Job satisfaction is an emotional response to work situations, thus job satisfaction can be seen and suspected. Job satisfaction is often determined according to how well the results achieved meet or exceed expectations. Job satisfaction also represents several interrelated attitudes.

According to Mathis and Jackson (2011: 121) job satisfaction is a positive emotional state that is the result of evaluating one's work experience. Employee job dissatisfaction will arise when an employee feels his expectations of the work are not met.

According to Smith et al (1983), there are several dimensions of job satisfaction that can be used to express important characteristics about work, to which people can respond. These dimensions are:

- a. **Job itself**
Every job requires a certain skill following their respective fields. Difficult weather or not a job and someone's feeling that their expertise is needed in doing the job, will increase or reduce job satisfaction.
- b. **Boss**
A good boss means to respect the work of his subordinates. For subordinates, superiors can be regarded as a father/mother/friend figure as well as their boss.
- c. **Work colleague**

It is a factor related to the relationship between employees and their superiors and with other employees, both the same or different types of work.

- d. **Promotion**

It is a factor related to the presence or absence of opportunities for career advancement during work.

- e. **Salary/wages**

It is a factor in fulfilling the life needs of employees who are considered appropriate or not.

Organizational Performance

Understanding organizational performance refers to the ability of employees to carry out overall tasks that are their responsibility. These tasks are usually based on indicators of success that have been applied. As a result, it will be known that an employee is at a certain level of work. The levels can vary in terms. Performance can be grouped beyond the target, according to the target or below the target. Departing from the things referred to as a whole for the work of an employee. Understanding organizational performance is a picture of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision, and mission of the organization as outlined through the strategic planning of an organization (Moehariono, 2010: 60). Mangkuprawira (2011: 218-219) said that performance is a matter, or the level of the overall success of a person during a certain period in carrying out the task compared with various possibilities, such as work standards, targets, or targets or criteria that have been determined in advance and have been agreed together.

According to Wibowo (2010: 19), performance is a management style in managing performance-oriented resources that carry out open and sustainable communication processes by creating a shared vision and strategic and integrated approach as a driving force to achieve organizational goals. According to Rivai and Sagala (2009: 548) argued that: "Performance is a function of motivation and ability to complete one's tasks or work duly have a certain degree of willingness and level of ability.

According to Dwiyanto (2008: 50), there are several indicators used to measure the performance of public bureaucracy, which are as follows:

- a. **Productivity**

The concept of productivity not only measures efficiency but also effectiveness. Productivity is generally understood as the ratio between input and output. The concept of productivity was deemed too narrow and then the General Accounting Office (GAO) tried to develop a broader measure of productivity by including how much public service had expected results as an important performance indicator.

- b. **Quality of service.**

The main data source of service quality is obtained from service users or the public in assessing service

quality. The issue of service quality tends to become increasingly important in explaining the performance of public service organizations. Many negative views are formed about public organizations arising from public dissatisfaction with the quality of services received from public organizations.

c. Responsiveness

Responsiveness is the ability of organizations to recognize the needs of the community to set priorities for services, as well as the development of public service programs following the needs and aspirations of the community. Responsiveness is included as one of the performance indicators because responsiveness directly reflects the ability of public organizations in carrying out its mission and objectives, especially to meet the needs of the community. Low responsiveness is indicated by the inconsistency between services and community needs. This clearly shows the failure of the organization in realizing the mission and objectives of public organizations.

d. Responsibility

Responsibility explains whether the implementation of public organization activities is carried out following the principles of administration that are correct or following organizational policies. This can be assessed from the analysis of documents and reports of organizational activities by matching the implementation of the activities and programs of the organization with the organizational procedures and provisions in the organization.

e. Accountability

Public accountability refers to how much the policies and activities of public organizations are subject to public officials elected by the people. The assumption is that the political officials are elected because they are elected by the people, by themselves will always represent the interests of the people. In this context, the basic concept of public accountability can be used to see how much the policies and activities of public organizations are consistent with the will of many people. The performance of public organizations can not only be seen from the internal measures developed by public or government organizations, such as the achievement of targets. Performance should be judged by external measures, such as the values and norms prevailing in the society.

RESEARCH METHODS

Research Time and Location

The research will be conducted in October-December 2019 by taking location at PT. Dream Wear in Jakarta.

Research Design

This study uses an explanatory analysis approach. This means that each variable presented in the hypothesis will be observed through testing the causal relationship of the independent variable to the dependent variable. The relationship between variables can be described in the form of path analysis diagram as follows: The research conceptual framework can be explained as follows:

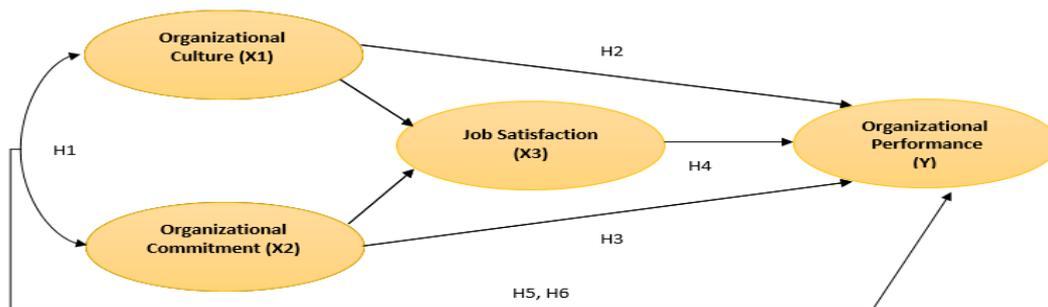


Figure 1. Overall Path Analysis

Population and Sample

The population in this study is employees who work in the office of PT. Dream Wear. While the sample used includes 50 employees who work at the company's office. Sampling uses the saturated sample method because it uses all employees in the company office.

RESULTS AND DISCUSSION

1. The Effect of Organizational Culture and Organizational Commitment on Organizational Performance

Based on the results of the analysis note that the calculated f value of 46.224 and a significance of 0.00. This value is smaller than 0.05. This means that organizational culture variables and organizational commitment simultaneously influence organizational performance. The magnitude of the influence of the independent variable on the dependent variable is known that the value of r squared is 56.2% which means that the organizational culture variable and

organizational commitment affect the organizational performance by 56.2% while the rest is influenced by other variables not included in the equation model.

2. Analysis of the Effect of Organizational Culture on Organizational Performance

The results of the analysis of the influence of organizational culture on organizational performance note that the coefficient on organizational culture is 0.570. T value of 5.028. The significance value is 0.00. This significant value is smaller than 0.05. This means that organizational culture variables affect organizational performance. The magnitude of the influence of organizational culture on organizational performance is known r squared value of 0.257. This means that the influence of organizational culture variables on organizational performance by 25.7% and the rest is influenced by other variables not included in the equation model.

3. Analysis of the Effect of Organizational Commitment on Organizational Performance

The results of the analysis of the effect of organizational commitment on organizational performance are known that the coefficient of organizational commitment is 0.613. T value of 6.632. The significance value is 0.00. This significant value is smaller than 0.05. This means that the variable organizational commitment affects organizational

performance. The magnitude of the effect of organizational commitment on organizational performance is known to the value of r squared of 0.376. This means that the influence of organizational commitment variables on organizational performance by 37.6% and the rest is influenced by other variables not included in the equation model.

4. Analysis of the Effect of Job Satisfaction on Organizational Performance

The results of the analysis of the effect of job satisfaction on performance are known that the coefficient of job satisfaction is 0.844. T value of 13.435. The significance value is 0.00. This significant value is smaller than 0.05. This means that the variable job satisfaction affects organizational performance. The magnitude of the effect of job satisfaction on organizational performance known r squared value of 0.712. This means that the effect of job satisfaction on organizational performance by 71.2% and the rest is influenced by other variables not included in the equation model.

5. Analysis of the Effect of Organizational Culture on Organizational Performance through Job Satisfaction Variables

Based on the partial path analysis above, it can be described as follows. The analysis is an analysis of the pathway with the following substructural images.



Figure 2. Path analysis of the effect of X1 on Y through X3

Based on the picture above it can be seen that the influence of organizational culture on organizational performance is 0.507. The influence of organizational culture on organizational performance through job satisfaction is $0.640 \times 0.844 = 0.540$. In this case, the indirect effect is greater than the direct effect so it can be said that the job satisfaction variable is intervening.

6. Analysis of the Effect of Organizational Commitment on Organizational Performance through Job Satisfaction Variables

Based on the partial path analysis above, it can be described as follows. The analysis is an analysis of the pathway with the following substructural images.



Figure 3. Path analysis of the effect of X2 on Y through X3

Based on the picture above it can be seen that the direct effect of organizational commitment on organizational performance is 0.633. While the effect of organizational commitment to organizational performance through job satisfaction is $0.766 \times 0.844 = 0.647$. In this case, the direct effect is smaller than the indirect effect so it can be said that the job satisfaction variable is intervening.

CONCLUSION

Based on the data analysis, it can be concluded that:

- a. Organizational culture influences the organizational performance of PT. Dream Wear
- b. Organizational commitment influences the organizational performance of PT. Dream Wear
- c. Job satisfaction affects the organizational performance of employees of PT. Dream Wear
- d. Organizational culture influences the job satisfaction of employees of PT. Dream Wear
- e. Organizational commitment influences the job satisfaction of employees of PT. Dream Wear
- f. Organizational culture influences organizational performance through job satisfaction of employees of PT. Dream Wear
- g. Organizational commitment affects organizational performance through job satisfaction of employees of PT. Dream Wear

Suggestion

Companies should consider organizational culture, organizational commitment, and satisfaction in improving organizational performance. This is due to the analysis of the results obtained that organizational culture variables, organizational commitment, and satisfaction affect organizational performance.

In enhancing organizational culture, companies need to provide awareness to employees to understand, live and implement the organizational culture of the company such as the attitude of discipline and hard work to achieve success.

Organizational commitment also needs to be improved by increasing normative commitment and ongoing commitment for employees so that employees remain in the organization.

Besides that, it is also necessary to increase employee job satisfaction by paying attention to employee income and benefits provided to employees. Social relationships between employees and other colleagues also need to be considered to increase satisfaction.

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