Influence Organizational Culture and Work Motivation on Organizational Commitment Through Job Satisfaction

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Abstract— Organizational commitment was an important variable in measuring how engaged employees are. This study aims to analyze how organizational commitment is formed by organizational culture and work motivation with intervention variable which is job satisfaction. The population of this study were employees of the production division of PT. Primayudha Mandiri Jaya, with sample size was 100 respondents. This study used explanatory research where interpretation about the path of constructed model with questionnaire as techniques to collect data (Likert scale). This study used quantitative descriptive statistics as an analysis technique. Summary result indicated all variables had significant effect on organizational commitment. Organizational culture and work motivation also affected job satisfaction, but job satisfaction does not change the influence of organizational culture and work motivation on office organizational commitment.

Keywords: Organizational Commitment, Organizational Culture, Job Satisfaction, Work Motivation.

1. INTRODUCTION

Highly committed employees support the success of the company through high responsibility and more capabilities employee [3], according to finding Djastuti (2011) that employees work more effectively when employees are motivated by organizational commitment [4]. There are many variables that influence organizational commitment, such as organizational culture. Organizational culture facilitated the emergence of employee engagement, this is research finding by Wibawa's (2018) [22]. The better or stronger the organizational culture, the higher the level of employee commitment to the organization in business. However, Nurcahya (2019) found that organizational culture has no significant effect on organizational commitment [14]. Somehow, companies can motivate their employees to gain organizational commitment. According to Kartika's (2017) found work motivation had significant effect on organizational commitment, this means higher the work motivation can be caused by work motivation [9]. However, Wardhani et al (2015) found no significant effect [21].

Another factor was job satisfaction research found that employees speak positively about their organization, help others more enthusiastically, exceed normal work expectations, and create more commitment to their workplace. Job satisfaction can be important in an organizational environment because its closely related to employee behaviour, according to Mathis found that Someone who was satisfied with his job tends to be more committed to the organization. Akbar (2016) and Hendrawan (2015) found significant positive effect organizational commitment caused by job satisfaction [1][8]. But Meriyati's (2015) research found that variable has no effect. In an organization there

are elements of organizational culture that cannot be separated [16]. The cultural links that are created within the organization can be created and formed by employees. Organizational culture can influence job satisfaction as employees. However, Maryuni's research (2019) had a different summary. Another variable that was work motivation, previously researched by Kartika (2017) found positive significant effect on job satisfaction [9]. However, Maryuni's research (2019) had a different summary that shows no effect on employee job satisfaction [12].

This study examines the staff of PT. Primayudha Mandiri Jaya. while, in the initial interview with one of the employees, it was revealed that the violations committed by the employee, for example, the employee must be at work at 08.00 WIB but there are many employees was already present at the company office at 08:10 WIB, that indicated employee of PT. Primayudha Mandiri Jaya late for work. This indicates the need to analyse the organizational commitment of PT. Primayudha Mandiri Jaya employees, especially as a basis for reviewing employee KPIs and HRD decisions in employee management. Research focuses on measuring how much Organizational culture, work motivation and job satisfaction influence organizational commitment employee in PT. Primayudha Mandiri Jaya.

2. THEORITICAL REVIEW

Organizational Commitment

Organizational commitment in Dewi (2015) can be describe as what employee belief in an organization and as individual participation in activities or organizational interests with full loyalty to the organization reflected on their responsibility, can be a strong desire of organizational members to strive for alignment with organizational goals in Luthans (2006) [3][11]. Then Luthans (2006) reveals three aspects of organizational commitment [11], namely: 1) Affective commitment can be describe as the emotional attachment of employees and employee participation in the organization because of their own volition, staff are the same. 2) Continuity commitment, which is a reasonable need from employees because of the feeling of profit or loss if they continue to work in the organization. 3) Normative commitment what employee belief in the responsibility of the company. The bottom line was that employees are loyal to the organizations they work for.

Job Satisfaction

Job satisfaction can be described as a condition experienced by employees emotionally, where employees feel happy doing their job in Handoko (2011) [6], and it is employee's perception as Kaswan (2012) describe as the results achieved based on the quality of the work done to convey what is considered important [10]. Based on this definition, it can be said that job satisfaction is an employee's feeling of pleasure if the employee's work is considered good so that employees are satisfied with their work result. According to Handoko (2011) [6], at least 5 type of job satisfaction, including: 1) Job satisfaction is satisfaction with the work completed 2) Satisfaction with promotions, job satisfaction because the company offers promotion programs for successful employees 3) Satisfaction with salary, job satisfaction because the company offers a suitable salary. 4) satisfaction with superiors, satisfied with work because the leadership pays more attention to employees 5) satisfied with co-workers, satisfied with work because there are colleagues who can be invited to work together.

Organizational Culture

Luthans (2006) defines it as a set of assumptions made by people when managing external and internal issues, especially about the work done in an organization or business [11]. Meanwhile, Manahan (2012) asserts that organizational culture as a tradition in the

form of values and norms that made and comply to an organization, it must be applied consistently regarding the behavior of people in organization environment, work and communication carried out by people in organization environment. Based on this definition, it can be said as a norm or value that adopted by organization that is believed by members and to regulate behavior of people that related by organization environment. There are four aspects of organizational culture as expressed by Manahan (2012) [13] including 1) Integrity, namely acting consistently based on organizational values and policies even when conditions do not allow it to be achieved. 2) Professionalism is the responsibility for the work done. 3) Be an example, especially being able to set a good example and 4) Respect people, including giving awards to members of the organization for their professional achievements such as bonuses, salaries, and promotions.

3. RESEARCH METHODS

This research used explanatory research methods by interpretation data [18]. The explanatory method is a type of research where the variables of this study are treated, and the results are explained clearly seen from the level of influence between each variable. The population that was selected were employees of PT. Primayudha Mandiri Jaya manufacturing division. The number of employees described by the number of employees was 1236 people. The sampling method used non-probability sampling method, so all members of the population had same opportunity to become sample, and in this case, we selected 100 employees as samples. Research data was collected using a questionnaire that was distributed to employees during breaks. Analyzing questionnaire was by Likert scale according to five types of approval levels, namely "strongly disagree" to "strongly agree". Data analysis used quantitative descriptive statistical analysis, trajectory test and Sobel test.
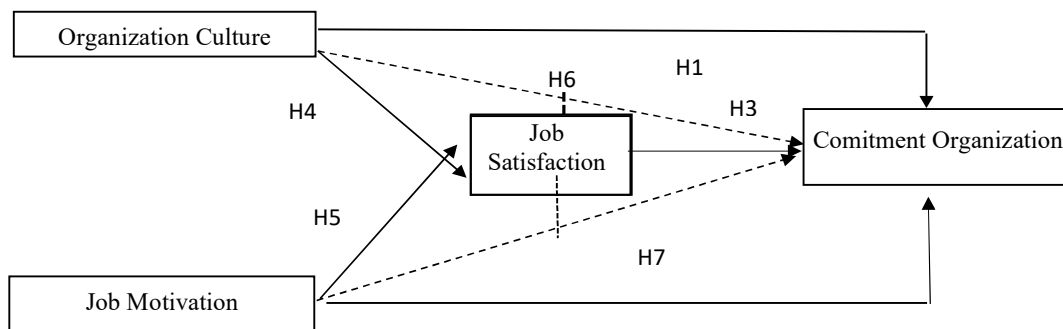

Figure 1. Research Model

4. RESULTS AND DISCUSSION

Table 1. Reliability Test

Variable	Cronbach'sAlpha	Alpha
Organizational Commitment	0.653	0.600
Job Satisfaction	0.751	0.600
Organizational Culture	0.743	0.600
Work Motivation	0.762	0.600

Table 2. shows that the value of Cronbach's Alpha for each variable was greater than 0.600 so it can be said that the data is reliable and can be tested further.

Table 2. Validity Test

Organizational Commitment	r value	Organizational Culture	r hitung
OC-1	0.564	OCl-1	0.582
OC -2	0.673	OCl -2	0.685
OC -3	0.653	OCl -3	0.561
OC -4	0.542	OCl -4	0.737
OC -5	0.642	Work Motivision	r hitung
OC -6	0.547	WM-1	0.658
Job Satisfaction	r hitung	WM -2	0.627
JP-1	0.565	WM -3	0.531
JP -2	0.673	WM -4	0.527
JP -3	0.537	WM -5	0.653
JP -4	0.652	P-6	0.631
JP -5	0.682	P-7	0.547
		P-8	0.653
		P-9	0.564

Table 1 explains that all indicators of all variables (organizational commitment, job satisfaction, organizational culture, and work motivation) had r values greater than 0.3, so all variables in this study are valid. To find out the reliability test of all variables can be seen in the following table.

Table 3. Normality Test

No	Path	Asymp Sig (2-tailed)	Note
1	Organizational culture on organizational commitment	0.673	Normal
2	Work motivision on organizational commitment	0.753	Normal
3	Job satisfaction on organizational commitment	0.328	Normal
4	Organizational culture on job satisfaction	0.618	Normal
5	Work motivation on job satisfaction	0.453	Normal

Table 3. shows that the Asymp. Sig (2-tailed) value of each normality test of the five paths has a value above 0.05. Because the results of the five paths showed results > 0.05, it can be summary that the data was normally distributed.

Influence of organizational culture on organizational commitment.

Table 4. Model Summary Influence of organizational culture on organizational commitment

Model	R	R Square			
1	.426[a]	.452			
a. Predictors: (Constant), organizational culture					
	Unstandardized Coefficients			Standardized Coefficients	
Model	B	Std. Error	Beta	t	Sig.
1	(Constant)	11.542	1.333		7.563	.000
	organizational culture	.246	.042	.753	4.543	.000

Table 4. explains that significance value of organizational commitment was 0.000 (smaller than 0.05), so it can be concluded that organizational culture had positive

significant effect on organizational commitment. R Square value was 0.452, it describes how many organizational commitments are influenced by organizational culture. About 55.80% variation was caused by other variables outside this research model.

Influence of work motivation on organizational commitment.

Table 5. Model Summary Influence of work motivation on organizational commitment

Model	R	R Square			
2	. 372[a]	.438			
a. Predictors: (Constant), work motivision					
	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.
2	(Constant)	7.653	0.650		7.764	.000
	work motivation	.353	.023	.452	3.286	.000

Table 5. explains that significance value of organizational commitment was 0.000 (smaller than 0.05), so it can be concluded that work motivation had positive significant effect on organizational commitment. R Square value was 0.438, it describes how many organizational commitments influenced by work motivation. About 57.30% variation was caused by other variables outside this research model.

Influence of job satisfaction on organizational commitment.

Table 6. Model Summary Influence of job satisfaction on organizational commitment

Model	R	R Square			
3	. 437[a]	.374			
a. Predictors: (Constant), job satisfaction					
	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.
3	(Constant)	4.764	633		4.754	.000
	job satisfaction	.453	052	.632	3.753	.000

Table 6. explains that significance value of organizational commitment was 0.000 (smaller than 0.05), so it can be concluded that job satisfaction had positive significant effect on organizational commitment. R Square value was 0. 374, its describe how many organizational commitment influenced by job satisfaction. About 63.60% variation was caused by other variables outside this research model.

Influence of organizational culture on job satisfaction.

Table 7. Model Summary Influence of organizational culture on job satisfaction

Model	R	R Square			
4	. 378[a]	.354			
a. Predictors: (Constant), organizational culture					
	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.
4	(Constant)	4.874	1.027		3.768	.000
	organizational culture	.376	.047	.387	3.875	.000

Table 7. explains that significance value of organizational culture was 0.000 (smaller than 0.05), so it can be concluded that job satisfaction had positive significant effect on organizational commitment. R Square value was 0. 354, it described how many jobs satisfaction influenced by organizational culture. About 64.60% variation was caused by

other variables outside this research model.

Influence of work motivation on job satisfaction.

Table 8. Model Summary Influence of work motivation on job satisfaction

Model	R	R Square			
5	. 364[a]	.475			
a. Predictors: (Constant), work motivation					
	Unstandardized Coefficients			Standardized Coefficients	
Model	B	Std. Error	Beta	t	Sig.
5	(Constant)	6.831	1.815		4.862	.000
	work motivation	.337	.028	.351	3.195	.000

Table 8. explains that the significant value of job satisfaction was 0.000 (smaller than 0.05), so it can be concluded that work motivation had a positive significant effect on job satisfaction. R Square value was 0. 475, it described how many job satisfactions are influenced by job satisfaction. About 52.50% variation was caused by other variables outside this research model.

Influence of organizational culture on organizational commitment through job satisfaction

Table 9. Model Summary Influence of organizational culture on organizational commitment through job satisfaction

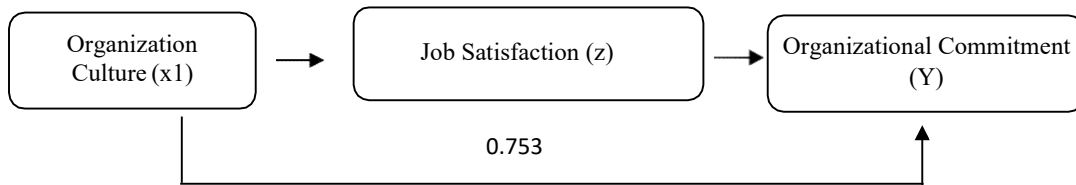| Influence Variable	Standard Error	Direct Influence	Indirect Influence
X1 – Y		0.753	
X1 – Z (a)	0.047	0.387	
Z – Y (b)	0.052	0.632	
X1 – Z – Y			(0.387*0.632) = 0.140094

Figure 2. Flow Diagram Influence of organizational culture on organizational commitment through job satisfaction

Table 9. described indirect path analysis, we found that value of indirect effect of organizational culture on organizational commitment through job satisfaction was 0.140. Direct value was higher than indirect effect value (0.753 > 0.140), which means job satisfaction does not strengthen the influence of organizational culture on organizational commitment.

Influence of work motivation on organizational commitment through job satisfaction

Table 10. described indirect path analysis, we found that value of indirect effect of work motivation on organizational commitment through job satisfaction was 0.2218. Direct value was higher than indirect effect value (0.452 > 0.2218), which means job satisfaction does not strengthen the influence of work motivation on organizational commitment.

Table 10. Model Summary Influence of work motivation on organizational commitment through job satisfaction

Influence Variable	Standard error	Direct Influence	Indirect Influence
X2 – Y		0.452	
X2 – Z (a)	0.028	0.351	
Z – Y (b)	0.052	0.632	
X2 – Z – Y			(0.351*0.632) = 0.2218

0,387   0,632

0,351   0,632

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┌──────────────┐      ┌──────────────┐      ┌──────────────┐
│    Work      │  →   │ Job Satisfaction │ → │ organizational│
│ motivation(X2)│      │     (Z)      │      │ commitment (Y)│
└──────────────┘      └──────────────┘      └──────────────┘
        └─────────────────0,452─────────────────┘
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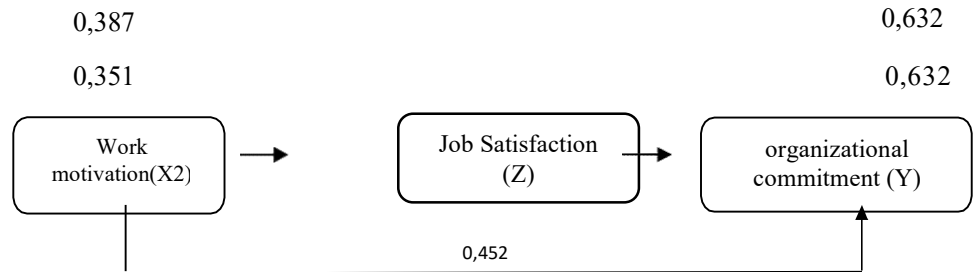
Figure 3. Diagram Influence of work motivation on organizational commitment through job satisfaction

5. CONCLUSIONS

Organizational culture has an impact on organizational engagement with a meaning consistent with the research of Djastuti (2011) and Wibawa (2018) [4] [21]. The better the culture, the greater the bond employees have with the organization in the company. Work motivation influences organizational engagement with a significant value, consistent with research by Kartika (2017) stating that corporate incentives in the form of incentives can increase employee engagement to work at the organization. Job satisfaction affects organizational commitment with a significant value according to Akbar et al (2016). Someone who is satisfied with their job tends to be more committed to the organization (Mathis, 2006).

Organizational culture affects job satisfaction with a significant value in line with Herawan and Nurtjahjono (2015). The cultural connections that are created within the organization can be created and shaped by the employees involved both in the organization and in the company and within the company. A more organizational culture can increase employee job satisfaction. The motivation for valuable work at the joy of work complements the ideal impression of 0.000, which tends to lead to 0.05, in agreement with Kartikas (2017). Employees in their previous jobs are motivated by a goal before compensating for some of the needs found in one's own body (Rahmawati, 2013).

The direct impact of organizational culture on organizational engagement is greater than the direct impact of organizational culture on organizational engagement through job satisfaction. Therefore, it can be said that job satisfaction does not influence the influence of organizational culture on organizational engagement and is not consistent with the research of Sari and Andre (2013) and Hendratmo (2016) who found this influence of organizational culture on organizational commitment is mediated by job satisfaction. The direct effect of work motivation on organizational engagement is greater than the indirect effect of work motivation on organizational engagement through job satisfaction. Therefore, it can be said that job satisfaction has no impact on the effect of work motivation on organizational engagement and is inconsistent with the results of Kartika research (2017), which found an impact of motivation on employee job satisfaction. more enthusiastic and exceed normal expectations at their job and lead to their commitment to the hospital where they work. This is consistent with the research by Akbar et al. (2016)

who found a positive effect of job satisfaction on organizational engagement. If the motivation is not there, it leads to the creation of employees.

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