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**THE INFLUENCE OF ORGANIZATIONAL CULTURE,  
MOTIVATION AND SATISFACTION THROUGH  
COMMITMENT TO EMPLOYEE PERFORMANCE  
AT THE EDUCATION AND CULTURE DEPARTMENT OF  
MALUKU PROVINCE**

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**Abstract**

This study aims to analyze the influence of organizational culture, motivation and job satisfaction through commitment to employee performance at the Education and Culture Office of Maluku Province. This research is an explanatory research conducted for four months, from September to December 2021. The population is 303 people. The sampling technique is a proportional stratified random technique (stratified random sampling). Determination of the number of samples is based on the sample table developed by Issac and Michael, where if the population is 303 people, then at the 95% confidence level, the sample size is 189 people. Analysis of the data used is path analysis. The results showed that the variables of organizational culture, motivation and job satisfaction through organizational commitment simultaneously (simultaneously) had a positive and significant effect on employee performance variables.

**Key Word:** Organizational Culture, Motivation, Job Satisfaction, Commitment, Employee Performance

**PENDAHULUAN**

An organization is formed to achieve a common goal. Success in achieving goals can be seen from the results of the organization's performance which cannot be separated from the performance of its human resources. Performance is a description of the level of achievement of the implementation of an activity/program/policy in realizing the goals, objectives, mission and vision of the organization contained in the strategic planning of an organization. To

produce optimal performance in the organization, it can be measured from the results of the work that has been done compared to the standards set by the organization/government agency, because the success of an organization is influenced by employee performance.

The current human resources do not guarantee that the capacity of these resources is high, thus requiring government officials to be more observant in seeing human resources that perform as expected. Performance is so important, because employee performance is a benchmark for related agencies to assess ability, productivity and provide useful information for matters relating to employees. Performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets, or targets and criteria that have been determined in advance and mutually agreed upon.

The importance of employee performance as an indicator of organizational success is one of the objects of study in public administration, as stated by Jamaluddin, Salam, Yunus, & Akib (2017) that in government/public organizations in Indonesia, the performance of government organizations is very important to realizing good governance and clean governance, as well as supporting government tasks to provide the best service to the community in accordance with its characteristics as a government organization, namely public service-oriented, not profit-oriented..

The relationship between organizational culture and employee performance has been investigated by Koesmono (2018) which states that organizational culture as a social glue needs to be created and internalized and the values contained therein for the sake of living together in the organization. Likewise, Kurniawati (2018), (Muis, Jufrizen, & Fahmi, 2018)(Jamaluddin et al., 2017)(Wahyudi & Tupti, 2019) who concludes that organizational culture has a positive effect on employee performance.

Motivation as a variable that has a relationship with performance has been studied by several researchers.. Wahyudi & Tupti (2019) explain that motivation is the process of influencing or pushing from outside on a person or work group so that they want to carry out something that has been determined. Similarly, Sutrischastini & Riyanto (2017) explain that work motivation is the most vital driving force in achieving performance. Without motivation, employees will not succeed in completing a job optimally because there is no will that comes from within the employees themselves, what appears is just routine. Other studies are

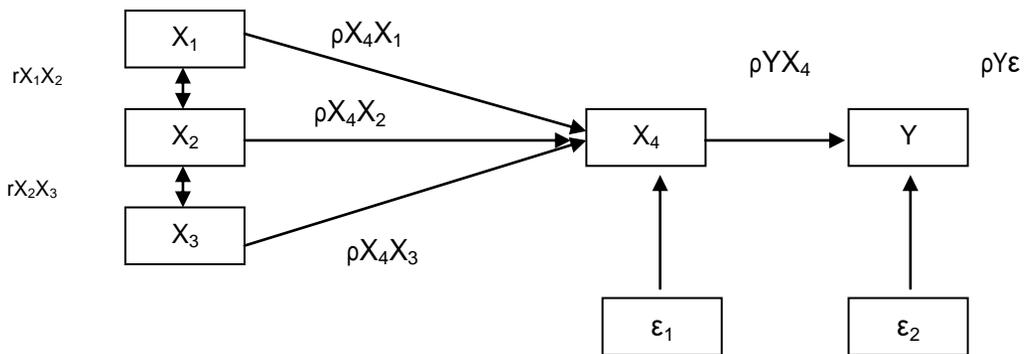
also consistent with the conclusion that motivation has a significant effect on employee performance (Kristianti, Affandi, Nurjaya, Sunarsi, & Rozi, 2021), (Sutanjar dan Saryono, 2019) and (Suwardi & Utomo, 2011).

Job satisfaction according to Adha, Wandu, & Susanto (2019) is a key driver of morale, discipline, and work performance in supporting the realization of organizational goals. Likewise Rosyidah, Elok Fadah, Isti Tobing (2018) and Kasmawati, Rianti, & Badaruddin (2022) that job satisfaction has a significant effect on employee performance, meaning that employee performance can appear if it is influenced by job satisfaction. Job satisfaction has a positive effect on employee performance, meaning that if job satisfaction increases, then employee performance also increases, and vice versa if job satisfaction decreases, then employee performance also decreases..

Work commitment as a mediating variable in this study is a psychological condition that characterizes the relationship between employees and the organization and has implications for individual decisions to remain or leave the organization. However, the nature of the psychological conditions for each form of commitment is very different (Tobing, 2019). The relationship with performance has also been studied by researchers with the conclusion that commitment has a positive and significant influence on employee performance (Salwa, Away, & Tabrani, 2018), (Rajagukguk, 2016).

## **RESEARCH METHODS**

The population in this study were all Civil Servants (non teachers) at the Education and Culture Office of Maluku Province as many as 303 people. The sampling technique is a proportional stratified random sampling technique (stratified random sampling) based on the percentage of the population with the consideration that the population is dispersed based on strata or groups of employees. Determination of the number of samples is based on the sample table developed by Issac and Michael, where if the population is 303 people, then at the 95% confidence level, the sample size is 189 people. Analysis of the data used is path analysis with the help of Lisrel software version 8.50. The structural model of the relationship between variables can be seen in the following figure:



**Figure 1. Structural Model of Relationship Between Variables**

## RESULTS AND DISCUSSION

This study shows that the path coefficient of the simultaneous test results is significant, so a decision can be made to reject  $H_0$  and accept  $H_1$  which means that it can be forwarded to individual tests. From the results of individual tests, it turns out that the path coefficients of the variables  $X_1$ ,  $X_2$  and  $X_3$  to  $X_4$  are statistically significant, so  $H_0$  is rejected and  $H_1$  is accepted. As for the coefficient of determination ( $R^2$ ) of 0.889, this means that there is a contribution of 88.9% of the independent variables in predicting the dependent variable, while the remaining 11.1 is explained by other variables outside the model.

Table 1. Path Analysis Statistical Test Results

Parameters Structure	Coef. Path (beta)	t. count	t. table	Sig.	Conclusion
$X_1$ to $X_4$ ( $\rho_{X_4 \cdot X_1}$ )	0,345	2,203	1,568	0,000	Accepted $H_1$
$X_2$ to $X_4$ ( $\rho_{X_4 \cdot X_2}$ )	0,174	2,002	1,568	0,001	Accepted $H_1$
$X_3$ to $X_4$ ( $\rho_{X_4 \cdot X_3}$ )	0,572	2,311	1,568	0,000	Accepted $H_1$
$X_4$ to $Y$ ( $\rho_{X_4 \cdot Y}$ )	0,788	2,482	1,568	0,000	Accepted $H_1$
$R^2$ ( $X_1, X_2, X_3$ to $X_4$ )		0,723			
$R^2$ ( $X_1, X_2, X_3$ , $X_4$ to $Y$ )		0,889			

Table 1 shows that the direct influence of organizational culture on commitment, with a t value greater than t table ( $2.203 > 1.568$ ) with Sig ( $0.000 < 0.05$ ) which means that the organizational culture variable has a significant effect on the organizational commitment variable, and has a significant effect on organizational commitment. directly and indirectly to employee performance of 0.345, this means that organizational culture has a contribution of 34.5% to improving employee performance.

Table 2. Direct, Indirect and Total Effects

Effect	Organizational culture (X <sub>1</sub> )	Motivation (X <sub>2</sub> )	Job satisfaction (X <sub>3</sub> )
Direct	0,23	0,13	0,03
Indirect through X <sub>1</sub>	-	0,03	0,13
Indirect through X <sub>2</sub>	0,13	-	0,06
Indirect through X <sub>3</sub>	0,03	0,06	-
Total to Commitmen organization	0,39	0,22	0,22
Total to Performance	0,83		

Table 2 shows that the direct influence of organizational culture on organizational commitment, with a t value greater than t table ( $2.482 > 1.568$ ) with Sig ( $0.001 < 0.05$ ) which means that the organizational culture variable has a significant effect on organizational commitment and performance variables, and has a direct and indirect effect on performance as much as 0.83, this means that the organizational commitment variable has a contribution of 83% to improving employee performance.

Table 2 shows that the direct effect of motivation on organizational commitment, with a t value greater than t table ( $2.002 > 1.568$ ) with Sig ( $0.000 < 0.05$ ) which means that the motivation variable has a significant effect on the organizational commitment variable, and has a significant effect on organizational commitment. directly and indirectly on employee performance as much as 0.22, this means that the motivation variable has a contribution of 22% to the increase

in employee performance. The direct effect of organizational commitment on employee performance is 0.723 or 72.3% with a t-count value greater than t-table which is  $2.482 > 1.568$ . This is also reinforced by a significance value of 0.000 which is smaller than the 0.05 confidence level, which means that the commitment variable has a significant effect on the employee performance variable.

Having a high commitment, an employee will carry out his duties or work in an orderly and smooth manner so that his work results (performance) will increase and will also have an impact on organizational goals that can be achieved optimally. Besides the commitment factor, organizational culture is also very influential on the level of organizational work effectiveness. All organizations have one culture where the culture has a significant influence on the attitudes and behavior of organizational members (Rajagukguk, 2016), (Salwa et al., 2018), (Tobing, 2019)(Rosyidah, Elok Fadah, Isti Tobing, 2018).

Organizational culture is closely related to the perception of values and the environment, then that perception gives birth to meaning and outlook on life that will affect the attitudes and behavior of employees and management at work. Every employee and management should have the same point of view or understanding about the meaning of organizational culture so that work effectiveness in order to achieve organizational goals can be achieved. The culture in the actualized organization is very diverse. It can be in the form of dedication/loyalty, responsibility, cooperation, discipline, honesty, perseverance, enthusiasm, quality of work, fairness, and personal integrity (Jamaluddin et al., 2017), (Koesmono, 2018), (Wahyudi & Tupti, 2019)and (Muis et al., 2018).

This study continues the research conducted by (Kristianti et al. (2021) which provides an opportunity for other parties to examine the effect of work motivation on job satisfaction. In the end, in this study, it was found that the factors of Organizational Culture, Motivation and Job Satisfaction did have an influence on performance. This research is also in line with research (Kasmawati et al., 2022), (Indrawati, 2013), (Adha et al., 2019) which found that motivation directly affects job satisfaction and motivation affects performance, job satisfaction affects performance and organizational culture has an effect on performance, organizational culture has an effect on motivation and organizational culture has an effect on job satisfaction.

The effect of satisfaction on commitment in this study also supports research(Rosyidah, Elok Fadah, Isti Tobing, 2018) and (Suwardi & Utomo,

2011); where the higher the degree of employee satisfaction can increase the commitment to join the organization.

## CONCLUSION

ased on the results and discussion, it is concluded that the variables of organizational culture, motivation and job satisfaction through organizational commitment together (simultaneously) have a positive and significant effect on the variable performance of the Education and Culture Office of Maluku Province employees. Based on the conclusions above, it is suggested that employee performance can be further improved, it is necessary to improve organizational culture that reflects the organization's image, increase employee motivation and satisfaction so that employees have a higher commitment in improving performance.

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