

Realizing Job Satisfaction and Performance Through Organizational Culture and Job Involvement

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Realizing Job Satisfaction and Performance Through Organizational Culture and Job Involvement

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ABSTRACT

Human resource management is an important aspect of an organization. The quality of human resources must be developed every time for the organization to achieve the expected goals. This study aims to determine and analyze the influence of organizational culture and involvement on performance mediated by job satisfaction at the Regional Office of Direktorat Jendral Kekayaan Negara Kalimantan Timur dan Utara. This research uses quantitative approach with a survey method on 41 respondents. Testing uses descriptive and path analysis. The results showed that job satisfaction does't automatically increase productivity. Organizational culture and involvement have an influence on job satisfaction, besides that it can be concluded that employee dissatisfaction tends to reduce employee productivity.

ABSTRAK

Manajemen sumber daya manusia merupakan suatu aspek penting dalam keberhasilan suatu organisasi. Kualitas sumber daya manusia haruslah dikembangkan setiap waktunya agar organisasi mencapai tujuan yang diharapkan. Penelitian ini bertujuan untuk mengetahui dan menganalisa terhadap pengaruh budaya organisasi dan keterlibatan terhadap kinerja dimediasi oleh kepuasan kerja pada kantor wilayah direktorat jenderal kekayaan negara kalimantan timur dan utara. Penelitian ini, menggunakan pendekatan kuantitatif dengan metode survei pada 41 responden. Pengujian menggunakan analisis deskriptif dan analisis jalur. Hasil penelitian menunjukkan bahwa kepuasan kerja karyawan tidak secara otomatis dapat meningkatkan produktivitas. Budaya organisasi dan keterlibatan memberi pengaruh terhadap kepuasan kerja, selain itu dapat disimpulkan ketidakpuasan karyawan cenderung menurunkan produktivitas karyawan.

INTRODUCTION

Human resource management is an important aspect in the success of an organization. Therefore, the quality of human resources must always be developed every time so that the organization achieves the expected goals. The resources are employees, so that to achieve organizational goals is very dependent on how employees can develop their abilities in knowledge, expertise, and good attitudes to work optimally, so that organizations can manage human resource more effectively and efficiently.

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An organization has two types of culture by its members, namely: (1) dominant culture, a culture that represents the values shared by most of its members and makes the organization have distinctive features; and (2) subcultures, mini cultures that emerge from various departments and different geographic areas (Robbins & Judge, 2013). The results show that organizational culture is not significant and positively affects the performance of research employees (Vita & Suwanto, 2015). However (Allard, 2010); (Raf & Wiguna, 2014); and (Muparrih & Santoso, 2013) have different results, which indicate that organizational culture has a significant influence on employee performance.

Research by (Gavino et al., 2012) is on 198 employees in the US to measure the impact of various human resources practices on employee behavior in organizations. They found promotion opportunities, process management, participation, and involvement in decision making are human resource practices that give employees more value and respect, which results in increased satisfaction, productivity and better quality of work. By understanding the satisfaction and attitudes of employees in the duties and responsibilities between them, it will be able to help an organizational manager in collective responsibility. Job satisfaction is seen as a combination of workers' feelings towards work, when they work in business organizations, bringing needs, and experiences that determine expectations (Aziri, 2011).

The problems experienced at the Regional Office of Direktorat Jenderal Kekayaan Negara Kalimantan Timur dan Utara is employees do not dare to take the initiative or idea in their work. Most of the ideas came from superiors. This is caused by a fear of taking responsibility of failure. Also because they don't want the workload to increase because every employee who has an idea will be assigned the task of leading the team or implementing the idea himself.

The involvement of employees is not the same between one another in the office. There are some employees who really like and can enjoy their work so they can work optimally. This person becomes a mainstay in the field or division. Meanwhile, some employees do not care about work. This condition will cause injustice in the distribution of workload because superiors will prioritize assigning tasks to active employees (Alfajri, 2019). This is because if the task is given to workers who have low work involvement, it will result in the work not being completed on time and on quality.

Kanwil DJKN Kalimantan Timur dan Utara is a vertical agency under the Ministry of Finance. The mutation pattern that is applied is that each employee will experience a transfer every 3 to 5 years covering all parts of Indonesia. Every employee will always meet employees who have different cultural backgrounds, customs and regional backgrounds. This will often be an obstacle in working relationships (Ningrum, 2020).

The main obstacle that occurs in the office is the difference in the ability of employees from one another, especially in the field of information technology. On the one hand, there is a negative influence on the level of technological sophistication on individual performance (Sonia, 2014). However, the sophistication of information technology and the ability of users simultaneously have a significant effect on information system performance (Fani, 2015). Currently, most of the work in the Kanwil DJKN Kalimantan Timur dan Utara is based on information technology. The last application is a paperless application, which is all correspondence from official notes to outgoing

letters using applications with digital signatures. Some employees have a passion for learning while other employees do not. So that the workload rests on employees who have good information technology skills.

RESEARCH METHODS

The method used by the writer in this research is descriptive analysis method and inferential analysis with a quantitative approach. Researchers use this method because this study aims to describe clearly how the influence of organizational culture and involvement on employee performance is mediated by job satisfaction at the Regional Office of Direktorat Jenderal Kekayaan Negara Kalimantan Timur dan Utara

The object of research which is the target to obtain data is the influence of organizational culture and involvement on employee performance mediated by job satisfaction at the Regional Office of Direktorat Jenderal Kekayaan Negara Kalimantan Timur dan Utara. The sample used was all civil servant from Regional Office of DJKN Kalimantan Timur dan Utara totaling 43 respondents. Sampling in research using census techniques.

Research data is primary data that researchers collect directly through the first source or place of research. The data obtained by providing a closed questionnaire and using a Likert scale. This study uses a path analysis model because between the independent variables and the dependent variable there is an influencing mediation. The variables in this study are: the independent variable (organizational culture & job involvement), the mediating variable (job satisfaction) and the dependent variable (performance).

The data collection technique used in this research is library research and field research by giving questionnaires to respondents in the Regional Office of DJKN Kalimantan Timur dan Utara. Hypothesis testing is done by performing a significance test. The goal is to determine the effect of individual independent variables on the dependent variable. This test uses a 95% degree of confidence or a significance indicator of 0.05.

RESULTS AND DISCUSSION

Descriptive Analysis

The following is a description of the data from all the variables in this study. Variable descriptions in this descriptive analysis include the minimum, maximum, mean, and standard deviation values.

Table 1. Descriptive Analysis

	N	Minimum	Maximum	Mean	Std. Deviation
Organizational culture	41	15	35	30.24	3.659
Involvement	41	14	25	20.49	2.628
Job satisfaction	41	16	25	21.54	2.730
Performance	41	19	30	26.63	2.746
Valid N (listwise)	41				

Source: Primary data that has been processed, 2020

The organizational culture variable during the study had a minimum value of 15, which means the lowest organizational culture was 15. The maximum value of 35 means that the largest organizational culture value is 35. The average value is 30.24 which means the average organizational culture is 30.24. The standard deviation of 3,659 which means that during the study the size of the spread of the organizational culture variable is 3,659.

The involvement variable during the study had a minimum value of 14, which means that the lowest involvement value was 14. The maximum value was 25, which means that the greatest involvement value was 25. The average value was 20.49, which means that during the study the average involvement was 20.49. The standard deviation of 2,628 means that during the study the size of the spread of the involvement variable was 2,628.

The job satisfaction variable during the study has a minimum value of 16, which means the lowest job satisfaction score is 16. The maximum value of 25 means that the greatest job satisfaction value is 25. The average value of 21.54 means that during the study the average job satisfaction was 21.54. The standard deviation of 2,730 means that during the study the size of the spread of the job satisfaction variable is 2,730.

The performance variable during the study has a minimum value of 19, which means that the lowest performance value is 19. The maximum value of 30 means that the greatest performance value is 30. The average value is 26.63, which means that during the study the average performance is 26.63. The standard deviation is 2.746, which means that during the study period the size of the spread of the involvement variable is 2.746.

The validity test is used as an indication of the level of validity. The item is said to be valid if the score is parallel to the total score. The validity test is done by correlating the scores obtained on each question with the total score. The validity test is carried out with the SPSS 23 program. Decision making is based on the minimum correlation value of valid items if it is 0.3. So if the correlation between existing items and a total score is less than 0.3, the item is declared invalid.

It is found that 24 indicators to measure all variables used in this study have a valid correlation coefficient 0.3. and 1 indicator is invalid on the organizational culture variable so that 1 indicator must be removed and tested again for its validity.

Table 2. Test Instrument Validity After Removing Invalid Indicators

Variable	Question	R Count (Bivariate Pearson)	R Table	Status
Organizational culture	X1.1	0,787	0,3	Valid
	X1.2	0,799	0,3	Valid
	X1.3	0,863	0,3	Valid
	X1.4	0,830	0,3	Valid
	X1.6	0,834	0,3	Valid
	X1.7	0,497	0,3	Valid
	Involvement	X2.1	0,557	0,3
X2.2		0,677	0,3	Valid
X2.3		0,733	0,3	Valid
X2.4		0,842	0,3	Valid
X2.5		0,696	0,3	Valid
Job Satisfaction	Y1.1	0,584	0,3	Valid

Performance	Y1.2	0.901	0,3	Valid
	Y1.3	0.761	0,3	Valid
	Y1.4	0.760	0,3	Valid
	Y1.5	0.789	0,3	Valid
	Y2.1	0.699	0,3	Valid
	Y2.2	0.707	0,3	Valid
	Y2.3	0.756	0,3	Valid
	Y2.4	0.828	0,3	Valid
	Y2.5	0.764	0,3	Valid
	X2.6	0.816	0,3	Valid

Source: Primary data that has been processed, 2020

From the data above, it is found that all indicators used in measuring the variables in the study have a valid coefficient 0.3 so it can be concluded that all indicators are valid.

The instrument is said to be trustworthy / reliable if the instrument can show consistent measurement results, so that it can be proven that the measuring instrument can be justified. The Cronbach Alpha formula is used to determine the reliability of the instrument. The questionnaire can be said to be reliable if the Cronbach Alpha value is > 0.60.

Table 3. Reliability Test Results

Variabel	Koef. Alpha	Critical Value	Status
Organizational culture	0,860	0,6	Reliable
Involvement	0,701	0,6	Reliable
Job Satisfaction	0.781	0.6	Reliable
Performance	0.817	0.6	Reliable

Source: Primary data that has been processed, 2020

From the data above, it is found that all variables have a Cronbach Alpha greater than 0.6, so it can be concluded that all variable measuring concepts in the questionnaire are reliable. The items in each of these variable concepts are suitable for use as a measuring tool.

The coefficient of determination is analyzed by calculating adjusted R². The coefficient of determination measures the extent to which the model is able to explain the variation in the dependent variable. The value on the coefficient of determination is between 1 and 0. If the coefficient value is close to 1, the greater the influence of the dependent variable on the independent variable. If the coefficient value is close to 0, the smaller the effect of the dependent variable on the independent variable.

Based on the analysis of the coefficient of determination in the regression equation, the coefficient of determination (Adjusted R Square) is 72.7%. This shows that employee performance is influenced by variables of organizational culture, engagement, and job satisfaction of 72.7%. while the remaining 27.3% is influenced by other variables not examined in the study.

The F test is used to test whether the independent variable has an influence on the dependent variable simultaneously. If the F test value is less than 0.05, then H₀ is rejected, which means that the independent variable influences the dependent variable simultaneously.

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Table 4. F Test Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	225.294	3	75.098	36.456	.000 ^b
	Residual	76.219	37	2.060		
18	Total	301.512	40			

a. Dependent Variable: Performance

b. Predictors: (Constant), Job satisfaction, Involvement, Organizational culture

Source: Primary data that has been processed, 2020

From the table above, it is obtained that the F value is 36,456 and the significance is 0,000. Because the significance value is below 0.05, it means that organizational culture, involvement, and job satisfaction have an effect on performance simultaneously

Path Analysis

6 Table 5. Partial influence of organizational culture and involvement on job satisfaction

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	4.811	2.831		1.700	.097
	Organizational culture	.336	.116	.450	2.884	.006
	Involvement	.321	.162	.309	1.979	.055

a. Dependent Variable: Job satisfaction

Source: Primary data that has been processed, 2020

The amount of influence can be seen from the number of standardized coefficients. The influence of organizational culture (X1) on job satisfaction (Y1) is 45%, for involvement (X2) on job satisfaction (Y1) is 30.9%.

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Table 6. The effect of organizational culture and engagement on job satisfaction in a combined manner

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.694 ^a	.482	.455	2.016

a. Predictors: (Constant), Involvement, Organizational culture

Source: Primary data that has been processed, 2020

Based on the analysis of the coefficient of determination in the regression equation, the coefficient of determination (Adjusted R Square) was found to be 45.5%. This shows that job satisfaction is influenced by organizational culture variables, involvement by 45.5%, while the remaining 54.5% is influenced by other variables not examined in this study.

6 **Table 7. Influence of organizational culture and engagement on performance partially.**

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	5.500	2.090		2.631	.012
	Organizational culture	.487	.091	.649	5.322	.000
	Involvement	.165	.121	.158	1.363	.181
	Job satisfaction	.140	.115	.140	1.216	.232

a. Dependent Variable: Performance
 Source: Primary data that has been processed, 2020

11 The amount of influence can be seen from the number of standardized coefficients. The influence of organizational culture (X1) on performance (Y2) is 64.9%, for involvement (X2) on performance (Y2) is 15.8%.

13 **Table 8. Effects of organizational culture and engagement on performance in a combined manner**

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.864 ^a	.747	.727	1.435	

a. Predictors: (Constant), Job satisfaction, Involvement, Organizational culture
 Source: Primary data that has been processed, 2020

31 Based on the analysis of the coefficient of determination in the regression equation, the coefficient of determination (Adjusted R Square) was found to be 72.7%. This shows that performance is influenced by the variables of organizational culture and involvement by 72.7%, while the remaining 26.3% is influenced by other variables not examined in this study.

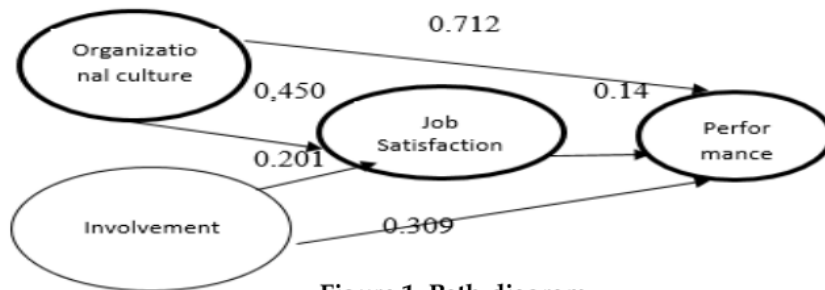


Figure 1. Path diagram

Source: Primary data that has been processed, 2020

19 The regression equation for the model is

Equation 1: $Y_1 = 0,459 X_1 + 0,201 X_2 + e_1$

Equation 2: $Y_2 = 0,712 X_1 + 0,309 X_2 + e_2$

Based on the results of research on organizational culture and involvement, which has the greatest influence on job satisfaction is the variable of organizational culture by 45%. This means that at work, people will feel comfortable and have high loyalty to the company if they get job satisfaction as desired

The employees at the Regional Office of Direktorat Jenderal Kekayaan Negara Kalimantan Timur dan Utara is necessary to pay attention to the involvement of the effect on job satisfaction by 30.9%. These results indicate that the indicators that encourage involvement, such as work participation, main job work and important jobs for self-esteem, have been well fulfilled by the Regional Office of Direktorat Jenderal Kekayaan Negara Kalimantan Timur dan Utara so that employees can be effective at work. If the work pressure felt by employees can be managed properly, job satisfaction will be created (Dhamayanti, 2016)

The magnitude of the influence of organizational culture and involvement on job satisfaction combined is 45.5%. These results indicate that employees at the Regional Office of Direktorat Jenderal Kekayaan Negara Kalimantan Timur dan Utara have a high organizational culture and involvement with what they have set to work so it can increase employee job satisfaction. According to (Teja, 2017) remuneration and work motivation have a positive and significant effect on company performance. This proves that giving awards, adequate equipment and facilities, and good working relationships will motivate employees to work better.

Organizational culture variable has the greatest influence on performance by 71.2%, which means that organizational culture guides the adaptation process in environmental organizations. The type of cultural organization can improve performance and effectiveness. According to (Indrajaya, 2013), organizational culture determines the level of productivity of an organization. One of the main reasons we can assess organizational culture because of the arguments or assumptions that organizational culture can shape superior organizational performance.

Engagement affects performance by 20.1%. These results indicate that employee attitudes are one of the most studied in organizational research. Engagement has drawn attention as a major contributing factor to organizational success. The combined effect of organizational culture and involvement on performance is 72.7%. This shows that organizational culture and involvement have a major effect on performance. This result is in accordance with the research by (Logahan, 2014) which concluded that organizational culture & work involvement have a significant influence on employee performance.

To see the direct and indirect effects between variables, path analysis can be used (Edison, 2016). The direct influence between organizational culture and interactions on job satisfaction and performance has been described in the previous paragraph. The indirect effect for organizational culture on job satisfaction is 6.3%, which means that the indirect influence on organizational culture motivation on job satisfaction is not significant. The indirect effect for interaction on performance through job satisfaction is 4.3%, which means that the indirect effect between interactions on job satisfaction is not significant.

CONCLUSION⁸

Based on the results of research and discussion, the following conclusions can be drawn:³

- (1) Job satisfaction of employees does not automatically increase work productivity,
- (2) The effect of organizational culture on job satisfaction is 45% and the effect of involvement on job satisfaction is 20.13%, so that organizational culture is the variable that has the greatest influence on job satisfaction,
- (3) The effect of organizational culture and involvement on job satisfaction as a combined amount is 35.9%. The influence of organizational culture on job satisfaction is 45%, and the influence of involvement on job satisfaction is 30%,
- (4) The effect of discipline, work motivation and the environment on work productivity in a combined amount is 40.2% and
- (5) Path analysis shows that the indirect effect of organizational culture on performance through job satisfaction is 6.3%. The indirect effect of involvement on performance through job satisfaction is 4.3%.

From the research results, the discussion and research conclusions, some suggestions can be made as follows: (1) Companies / agencies must pay more attention to the factors that have a major influence on increasing job satisfaction and performance that are organizational culture and involvement and (2) In an effort to improve organizational culture and good involvement, it is necessary to have good cooperation between agency leaders as providers of the necessary facilities and employees who must make good use of the facilities.

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