



# ORGANIZATIONAL CULTURE AND ORGANIZATIONAL COMMITMENT TO EMPLOYEE PERFORMANCE THROUGH WORKING SATISFACTION (CASE STUDY ON DINAS PETERNAKAN DAN PERIKANAN KOTA SUNGAI PENUH)

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## Abstract

*This study aims to determine the influence of organizational culture on organizational commitment, the influence of organizational culture on employee job satisfaction, the influence of organizational commitment on employee job satisfaction, the influence of organizational culture on employee performance, the influence of organizational commitment on employee performance, the influence of job satisfaction on employee performance and the influence of organizational culture and organizational commitment on employee performance through job satisfaction. The research population was 68 employees of Department of Animal Husbandry and Fisheries City of Sungai Penuh, Indonesia. Census method was used because the number of employees is only 68 people who fill out the questionnaire. Primary data was collected using a questionnaire with a Likert scale. The research instrument was subject to validity and reliability test. Data analysis techniques consisted of data description test, classic assumption test and path analysis. The results found that organizational culture influences organizational commitment, organizational culture influences employee job satisfaction, organizational commitment influences employee job satisfaction, organizational culture influences employee performance, organizational commitment influences employee performance, job satisfaction affects*



*employee performance and culture. organization and organizational commitment affect employee performance through job satisfaction. This research suggests that to improve employee performance, a more conducive organizational culture is needed, an increase in organizational commitment and improvement in job satisfaction.*

*Keywords: Employee performance, organizational culture, organizational commitment, job satisfaction*

## **INTRODUCTION**

Organizations that are able to compete are organizations that have quality human resources based on knowledge and skills. Human Resources is one of the strategic fields of concern in organizations that have roles and functions that are very important for achieving organizational goals. Human resources here cover all human beings in the organization, namely those involved in the organization's operational activities, all elements of human resources have the same role in achieving or not achieving organizational goals.

Performance (Performance) is a description of the level of achievement of an activity / policy in realizing the goals, objectives, mission and vision of the organization contained in the strategic planning of an organization. The term performance is often used to refer to the achievement or level of success of individuals or groups of individuals. Performance can be known only if the individual or group of individuals has clear and predetermined success criteria. This success criterion is in the form of specific goals or targets to be achieved by the organization. Without a goal or performance target someone or organization cannot be known because there are no benchmarks.

Department of Animal Husbandry and Fisheries City of Sungai Penuhis one of the government agencies in organizing regional government in animal husbandry and fisheries affairs. To carry out these basic tasks and functions, local government officials who are professional, innovative and highly motivated are required to carry out their duties.

In practice, the problem faced by the Department of Animal Husbandry and Fisheries City of Sungai Penuhis that the agency's expected goals have not been achieved, meaning that the increase in performance and work effectiveness in the Department of Animal Husbandry and Fisheries City of Sungai Penuhis has not been maximized. This can be seen in Table 1 below.

Table 1. APBD Direct Expenditure Allocation Fund

Department of Animal Husbandry and Fisheries City of Sungai Penuh 2015 - 2017

No	Year of Direct	Expenditure	Budget Realization		Remaining Budget	
			Rp.	%	Rp.	%
1	2015	9.116.176.452	8.655.879.618	94,95	460.296.834	5,05
2	2016	10.737.069.169	9.799.723.030	91,27	937.346.139	8,73
3	2017	10.956.342.175	9.205.518.695	84,02	1.750.823.480	15,98

Source: *Department of Animal Husbandry and Fisheries City of Sungai Penuh, 2018*

Based on Table 1 indicates that the performance of the employees of the Department of Animal Husbandry and Fisheries City of Sungai Penuh is still not optimal. This can be seen from the report on budget realization in 2017, where there is still a remaining budget of 15.98% while in 2016 the remaining budget is only 8.73% and in 2015 the remaining budget is only 5.05%. This can be one indication of the low performance of employees in carrying out their work. When viewed from the phenomenon that occurs in the Department of Animal Husbandry and Fisheries City of Sungai Penuh, it can be seen that employee performance is not maximal and still needs to be improved so that the agency is able to produce optimal performance to achieve the organization's vision and mission which is a challenge for leaders to continue to drive and improve employee performance.

Employee performance is determined by many factors including organizational commitment, organizational culture, and job satisfaction. This is evidenced by research conducted by Trisnowati Josiah (2011), Jack Henry Syauta, Eka Afnan Troena, Margono Setiawan, Solimun (2012), Hasbi Widagdo, Agung Wahyu Handaru, Andi Pangeran (2013), Arif Burhan, Ari Pradhanawati, Reni Shinta Dewi (2013), Jessica Clairine Tanuwibowo (2014) and Lies Putriana (2015).

Employees of the Department of Animal Husbandry and Fisheries City of Sungai Penuh who are in charge of serving regional work units are always heard by employees who feel dissatisfied with their work as can be seen through high absenteeism. The attendance attendance at the Department of Animal Husbandry and Fisheries City of Sungai Penuh is shown in Table 2.

Table 2. Employee Absence Rate

Department of Animal Husbandry and Fisheries City of Sungai Penuh 2015 - 2017

No	Month	Total of employees	Total Work Days			Absence			% absenteeism		
			2015	2016	2017	2015	2016	2017	2015	2016	2017
1	January	68	21	20	24	19	19	21	1,33	1,40	1,29
2	February	68	19	20	20	17	17	18	1,32	1,25	1,32

3	March	68	22	21	21	16	17	19	1,07	1,19	1,33
4	April	68	21	21	21	18	19	20	1,26	1,33	1,40
5	May	68	19	20	21	18	17	19	1,39	1,25	1,68
6	June	68	21	22	24	17	20	22	1,19	1,34	1,35
7	July	68	22	16	21	20	17	20	1,34	1,56	1,54
8	August	68	18	23	21	17	15	19	1,39	0,96	1,61
9	September	68	21	21	21	17	20	20	1,19	1,40	1,54
10	October	68	21	21	26	20	19	21	1,40	1,33	1,19
11	November	68	21	22	22	18	17	21	1,26	1,14	1,40
12	December	68	22	20	24	18	19	20	1,20	1,40	1,23
<b>Rata-rata</b>									<b>1,28</b>	<b>1,30</b>	<b>1,41</b>

Table 2...

Source: *Department of Animal Husbandry and Fisheries City of Sungai Penuh, 2018*

Table 2 shows the percentage absenteeism of the Department of Animal Husbandry and Fisheries City of Sungai Penuh employees in 2015-2017 where the average percentage of absenteeism of employees in 2015 was 1.28%, in 2016 was 1.3% and in 2017 was 1, 41%. The highest percentage of absenteeism is in 2017 which is 1.41% and the lowest absenteeism rate is in 2015 which is 1.28%. So, it can be concluded that employees of the Department of Animal Husbandry and Fisheries City of Sungai Penuh are still not disciplined at work.

The second factor that was identified as influencing performance was organizational commitment. Organizational commitment influences attitudes or behavior of employees to keep working in an organization or leave the organization, thus employees who have a high commitment to the organization, it will improve the performance of these employees. Low commitment creates problems for the organization. Commitment is as if it is an "expensive" commodity but important for the organization because it determines the success of the organization. Low commitment reflects the lack of one's responsibility in carrying out their duties.

Another factor that influences employee performance is organizational culture. Robbins (2008) states that organizational culture refers to a shared system of understanding held by members of an organization, which distinguishes the organization from other organizations. Implementation of organizational culture consistently will encourage employees to take effective actions to achieve organizational performance goals.

## RESEARCH METHODS

This study belongs to the research on causality. The population of this study were all employees of the Department of Animal Husbandry and Fisheries City of Sungai Penuh, Indonesia which numbered 68 people. Census method is adopted (the population is the same as the sample). The data analysis technique used in this study is descriptive analysis by looking at the

respondent's achievement level and path analysis. Next is to test the hypothesis by using the F test and t test.

## RESULTS AND DISCUSSION

### Descriptive Variables of Employee Performance

Employee performance is a measure of the level of work achievement of the Department of Animal Husbandry and Fisheries City of Sungai Penuh employees in carrying out their work in accordance with their authority and responsibilities. The results of employee performance variable descriptions can be described in table 3 below:

Table 3. Descriptive Variables of Employee Performance

No	Statement	Frequency Answer					n	score	Median	TCR	Category
		SS	S	N	TS	STS		Total			
1	KP_1	18	30	13	5	1	67	260	3,88	77,6	Fairly Good
2	KP_2	14	38	7	8	1	68	260	3,82	76,5	Fairly Good
3	KP_3	15	33	18	1	1	68	264	3,88	77,6	Fairly Good
4	KP_4	23	26	12	6	1	68	268	3,94	78,8	Fairly Good
5	KP_5	19	38	6	3	2	68	273	4,01	80,3	Good
6	KP_6	18	31	10	8	1	68	261	3,84	76,8	Fairly Good
7	KP_7	17	37	4	9	1	68	264	3,88	77,6	Fairly Good
8	KP_8	12	38	16	2	0	68	264	3,88	77,6	Fairly Good
9	KP_9	17	35	10	6	0	68	267	3,93	78,5	Fairly Good
10	KP_10	9	38	14	7	0	68	253	3,72	74,4	Fairly Good
11	KP_11	16	35	13	4	0	68	267	3,93	78,5	Fairly Good
12	KP_12	9	29	21	8	1	68	241	3,54	70,9	Fairly Good
<b>Median</b>								<b>3,86</b>	<b>77,1</b>	<b>Fairly Good</b>	

Based on Table 3 obtained information that the average score of the variable employee performance is 3.86 with the respondent's achievement level (TCR) of 77.1%. This shows that employee performance is in a fairly good category. Thus it can be said that employees at the Department of Animal Husbandry and Fisheries City of Sungai Penuh have work discipline that is quite good in carrying out their duties.

### Descriptive Organizational Culture Variables

Organizational culture is a framework that becomes the daily behavior of the Full River Department of Animal Husbandry and Fisheries City of Sungai Penuh employees in carrying out their work. The results of the description of organizational culture variables can be described in table 4.

Based on table 4, information is obtained that the average score of the organizational culture variable is 3.36 with the respondent's achievement level (TCR) of 67.3%. This shows that the organizational culture variable is in a fairly good category. Thus it can be said that the organizational culture in the Department of Animal Husbandry and Fisheries City of Sungai Penuh is already quite good.

Table 4. Descriptive Organizational Culture Variables

No	Statement	Frequency Answer					n	Score Total	Median	TCR	Category
		SS	S	KS	TS	STS					
1	BO_1	6	37	11	14	0	68	239	3,51	70,3	Fairly Good
2	BO_2	2	22	12	29	3	68	195	2,87	57,4	Fairly Good
3	BO_3	8	34	12	14	0	68	240	3,53	70,6	Fairly Good
4	BO_4	7	32	11	15	3	68	229	3,37	67,4	Fairly Good
5	BO_5	7	31	12	16	2	68	229	3,37	67,4	Fairly Good
6	BO_6	11	32	11	10	4	68	240	3,53	70,6	Fairly Good
7	BO_7	7	33	11	17	0	68	234	3,44	68,8	Fairly Good
8	BO_8	7	37	13	8	3	68	241	3,54	70,9	Fairly Good
9	BO_9	12	31	15	10	0	68	249	3,66	73,2	Fairly Good
10	BO_11	8	26	17	14	3	68	226	3,32	66,5	Fairly Good
11	BO_12	6	31	17	11	3	68	230	3,38	67,6	Fairly Good
12	BO_13	4	26	12	22	4	68	208	3,06	61,2	Fairly Good
13	BO_16	4	29	17	16	2	68	221	3,25	65,0	Fairly Good
14	BO_17	3	36	8	17	4	68	221	3,25	65,0	Fairly Good
15	BO_18	6	31	13	18	0	68	229	3,37	67,4	Fairly Good
16	BO_19	9	27	15	14	3	68	229	3,37	67,4	Fairly Good
17	BO_20	4	23	16	23	2	68	208	3,06	61,2	Fairly Good
18	BO_21	5	31	15	17	0	68	228	3,35	67,1	Fairly Good
<b>Median</b>									<b>3,36</b>	<b>67,3</b>	<b>Fairly Good</b>

### Descriptive Variable Organizational Commitment

Organizational commitment is a tendency in an employee at the Department of Animal Husbandry and Fisheries City of Sungai Penuh to feel active with a sense of responsibility and earnest in carrying out work. The results of the description of organizational commitment variables can be described in the following table 5.

Table 5. Descriptive Variable Organizational Commitment

No	Statement	Frequency Answer					n	Score Total	Median	TCR	Category
		SS	S	KS	TS	STS					
1	KO_1	7	37	17	6	1	68	247	3,63	72,6	Fairly Good
2	KO_2	5	32	22	8	1	68	236	3,47	69,4	Fairly Good
3	KO_3	3	40	17	6	2	68	240	3,53	70,6	Fairly Good

4	KO_4	7	44	9	7	1	68	253	3,72	74,4	Fairly Good
5	KO_5	5	39	14	9	1	68	242	3,56	71,2	Fairly Good
6	KO_6	8	38	11	10	1	68	246	3,62	72,4	Fairly Good
7	KO_7	2	31	18	14	3	68	219	3,22	64,4	Fairly Good
8	KO_8	5	37	16	9	1	68	240	3,53	70,6	Fairly Good
9	KO_9	2	32	15	19	0	68	221	3,25	65,0	Fairly Good
10	KO_10	3	40	11	13	1	68	235	3,46	69,1	Fairly Good
11	KO_11	3	39	9	14	3	68	229	3,37	67,4	Fairly Good
12	KO_12	3	34	11	18	2	68	222	3,26	65,3	Fairly Good
13	KO_13	4	41	12	9	2	68	240	3,53	70,6	Fairly Good
14	KO_14	6	43	9	9	1	68	248	3,65	72,9	Fairly Good
15	KO_15	14	40	8	6	0	68	266	3,91	78,2	Fairly Good
16	KO_16	4	47	9	8	0	68	251	3,69	73,8	Fairly Good
17	KO_18	7	43	8	10	0	68	251	3,69	73,8	Fairly Good
<b>Median</b>									<b>3,52</b>	<b>70,5</b>	<b>Fairly Good</b>

Table 5...

From table 5, information is obtained that the average score of the organizational commitment variable is 3.52 with the respondent's achievement level (TCR) of 70.5%. This shows that the organizational commitment variable is in a fairly good category. Thus it can be said that the organizational commitment in the Department of Animal Husbandry and Fisheries City of Sungai Penuh is already quite good. This means that the Department of Animal Husbandry and Fisheries City of Sungai Penuh has a pretty good commitment in improving the performance of its employees.

### Descriptive Variable Job Satisfaction

Job satisfaction is a feeling of being happy and not pleasing to the staff at the Department of Animal Husbandry and Fisheries City of Sungai Penuh. The results of the job satisfaction variable description can be described in table 6 below:

Table 6. Descriptive Variable Job Satisfaction

No	Statement	Frequency Answer					n	Score Total	Median	TCR	Category
		SP	P	KP	TP	STP					
1	KK_1	10	37	7	14	0	68	247	3,63	72,6	Fairly Good
2	KK_2	10	33	4	19	2	68	234	3,44	68,8	Fairly Good
3	KK_4	7	27	9	21	4	68	216	3,18	63,5	Fairly Good
4	KK_5	1	26	12	24	5	68	198	2,91	58,2	Fairly Good
5	KK_6	2	19	18	25	4	68	194	2,85	57,1	Fairly Good
6	KK_7	4	29	19	13	3	68	222	3,26	65,3	Fairly Good
7	KK_8	6	41	5	12	4	68	237	3,49	69,7	Fairly Good
8	KK_9	12	40	5	9	2	68	255	3,75	75,0	Fairly Good
9	KK_10	11	35	6	16	0	68	245	3,60	72,1	Fairly Good

10	KK_11	12	44	4	8	0	68	264	3,88	77,6	Fairly Good
11	KK_12	15	38	5	10	0	68	262	3,85	77,1	Fairly Good
12	KK_14	17	33	7	9	2	68	258	3,79	75,9	Fairly Good
13	KK_15	5	44	12	5	2	68	249	3,66	73,2	Fairly Good
14	KK_16	6	39	15	7	1	68	246	3,62	72,4	Fairly Good
15	KK_17	9	43	7	9	0	68	256	3,76	75,3	Fairly Good
16	KK_18	7	48	5	8	0	68	258	3,79	75,9	Fairly Good
<b>Median</b>									<b>3,53</b>	<b>70,6</b>	<b>Fairly Good</b>

Table 6...

From Table 6 obtained information on the average variable job satisfaction obtained an average score of 3.53 with the respondent achievement level (TCR) of 70.6%. This shows that the job satisfaction variable is in a fairly good category. Thus it can be said that the staff of the Department of Animal Husbandry and Fisheries City of Sungai Penuh have a high level of job satisfaction.

## Assumption Test Results

### Normality Test

Table 7. Normality Test Results

No	Variable	Sig.	Explanation
1	Employee Performance	0,155	Normal distribution
2	Organizational Culture	0,144	Normal distribution
3	Organizational Commitment	0,149	Normal distribution
4	Job Satisfaction	0,135	Normal distribution

Based on the results of the normality test in Table 6 above it is known that the significance value for all research variables is greater than alpha ( $\alpha = 0,05$ ). Thus it can be said that the results of the research data are normally distributed, meaning that the research data can be analyzed by multiple regression to test the hypothesis.

### Homogeneity Test

Table 8. Homogeneity Test Results

Independent variable	Sig	Alpha	Conclusion
Organizational Culture	0,104	0,05	Homogeneous Samples
Organizational Commitment	0,176		
Job Satisfaction	0,590		



From Table 8, each significance score of the organizational culture variable is 0.104, organizational commitment is 0.176 and job satisfaction is 0.590. This means that the score of each variable is greater than the significance level of 0.05. Based on this analysis it can be concluded that the distribution of data comes from homogeneous samples.

### Path Analysis

The path structure in the analysis of this study is as follows:

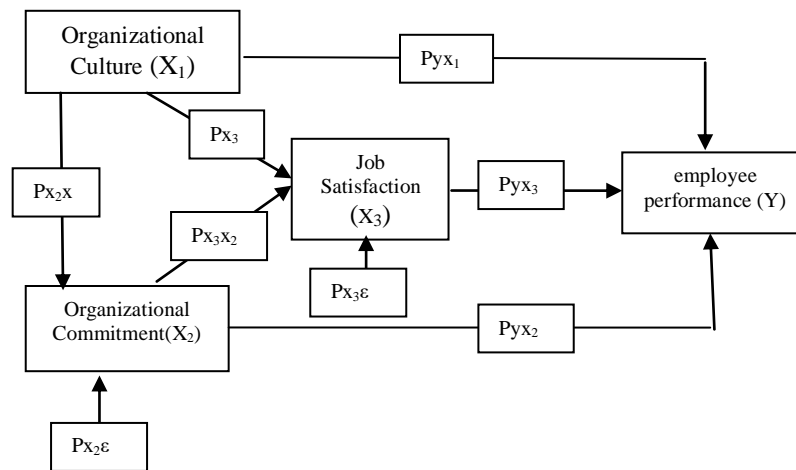


Figure 1. Path Structure of Research Analysis

### ***Effect of Organizational Culture (X<sub>1</sub>) on Organizational Commitment (X<sub>2</sub>)***

Table 9. Organizational Culture Path Coefficient (X<sub>1</sub>)  
Against Variables of Organizational Commitment (X<sub>2</sub>)

Variable	Path Coefficient	Sig.
Organizational Culture (X <sub>1</sub> )	0,400	0,001

From Table above, a partial test can be made of each of the causal variables for the intervening variables as follows:

- The results of the analysis of the influence of organizational culture variables (X<sub>1</sub>) on organizational commitment variables (X<sub>2</sub>) obtained the value of P<sub>X<sub>2</sub>X<sub>1</sub></sub> = 0.400 with a significant level of 0.001 < 0.05. The results of the analysis show that there is a significant effect of organizational culture variables on the commitment of the organization of the Department of Animal Husbandry and Fisheries City of Sungai Penuh.

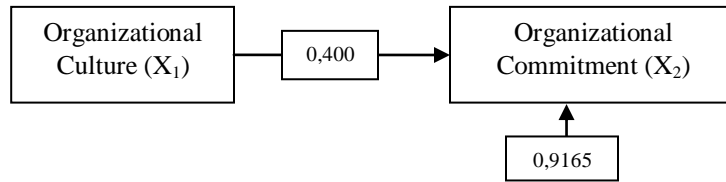


Figure 2. Substructure 1. Effect of Organizational Culture on Organizational Commitment

- b. Next to see the influence of other variables on organizational commitment can be calculated with the following formula:

$$P_{y\epsilon} = \sqrt{1 - R^2_{x_1x_2}}$$

$$P_{y\epsilon} = \sqrt{1 - 0,160}$$

$$P_{y\epsilon} = \sqrt{0,84} = P_{y\epsilon} = 0,9165$$

Based on the formula above, it is known that the influence of other variables outside the organizational culture variable on organizational commitment is 0.9165 or 91.65%.

**Effect of Organizational Culture Variables (X1) and Organizational Commitment (X2) on Job Satisfaction (X3)**

Table 10. Test of the Significance of the Effect of Variables X1, X2 on X3

Independent variable	F count	Sig	Standardized coefficients	t-test	Sig
Organizational Culture (X1)	14,482	0,000	0,230	2,040	0,045
Organizational Commitment (X2)			0,422	3,750	0,000

Based on the F test, obtained F count value of 14.482 on the significance probability = 0.000 < 0.05. Taken together all causal variables have a significant effect on the resulting variable. In this study, the variable organizational culture and organizational commitment together have a significant effect on job satisfaction of the Department of Animal Husbandry and Fisheries City of Sungai Penuh staff.

Table 11. Path Coefficients Each Variable X1 and X2 Against Variables X3

Variable	Path Coefficient	t <sub>count</sub>	Sig.
Organizational culture (X1)	0,230	2,040	0,045
Organizational Commitment (X2)	0,422	3,750	0,000

**Effect of organizational culture variables (X1) on job satisfaction (X3)**

The results of the analysis of the influence of organizational culture variables (X1) on the variable job satisfaction (X3) obtained  $P_{x3x1} = 0.230$  with a significant level of  $0.045 < 0.05$ . The results of the analysis show that there is a significant effect of organizational culture variables on job satisfaction of the Department of Animal Husbandry and Fisheries City of Sungai Penuh staff.

*Effect of organizational commitment variable (X2) on job satisfaction (X3)*

The results of the analysis of the influence of organizational commitment variables (X2) on the variable job satisfaction (X3) obtained a value of  $P_{x3x2} = 0.422$  with a significant level of  $0.000 < 0.05$ . The results of the analysis show that there is a significant influence on organizational commitment variables on the variable job satisfaction of the Department of Animal Husbandry and Fisheries City of Sungai Penuh. Thus the organizational culture variable (X1) and organizational commitment X2) significantly influence the job satisfaction variable (X3).

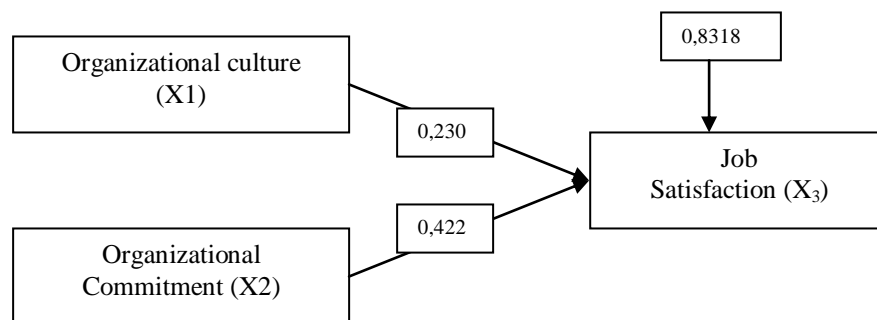


Figure 3. Substructure 2. Effect of Organizational Culture and Organizational Commitment on Job Satisfaction

- c. Next to see the effect of other variables on job satisfaction can be calculated with the following formula:

$$P_{y\epsilon} = \sqrt{1 - R^2_{x_3, x_1 x_2}}$$

$$P_{y\epsilon} = \sqrt{1 - 0,308}$$

$$P_{y\epsilon} = \sqrt{0,692}$$

$$P_{y\epsilon} = 0,8318$$

Based on the formula above, it is known that the influence of other variables outside the variable organizational culture and organizational commitment to job satisfaction is equal to 0.8318 or equal to 83.18%.

***Effect of Organizational Culture Variables (X1), Organizational Commitment (X2) and Job Satisfaction (X3) on Employee Performance (Y)***

Table 12. Effect of Organizational Culture, Organizational Commitment, Job Satisfaction on Employee Performance

<b>Independent variable</b>	<b>F count</b>	<b>Sig</b>	<b>Standardized coefficients</b>	<b>t-test</b>	<b>Sig</b>
Organizational culture (X1)	31,922	0.000	0,052	3,669	0,000
Organizational Commitment (X2)			0,072	3,828	0,000
Job satisfaction (X3)			0,076	3,020	0,004

Based on the analysis of sub-structure path 3 as shown in Table 12, the F test is performed, where the value of F count is 31.922 with a level of significant level of  $0.000 < 0.05$ . This shows that together organizational culture, organizational commitment and job satisfaction have a significant influence on employee performance variables.

From Table 12 a partial test can be carried out on each of the causal variables on the impact variable (employee performance) as follows:

- a. The results of the analysis show that tcount 3,669 with the level of Sig. 0,000  $< 0.05$ . This can be interpreted there is a significant influence between organizational culture on performance employees of the Department of Animal Husbandry and Fisheries City of Sungai Penuh. The magnitude of the path coefficient is 0.052. This shows that the better the organizational culture, the more it will improve employee performance.
- b. The results of the analysis show that tcount 3,828 with the level of Sig. 0,000  $< 0.05$ . This can be interpreted as having a significant effect between organizational commitment to the performance of the Department of Animal Husbandry and Fisheries City of Sungai Penuh staff. The magnitude of the path coefficient is 0.072, this shows that the more improved organizational commitment, it will improve employee performance.
- c. The results of the analysis show that tcount 3,020 with the level of Sig. 0.004  $< 0.05$ . This can be interpreted as having a significant effect between job satisfaction on the performance of the Department of Animal Husbandry and

Fisheries City of Sungai Penuh employees. The magnitude of the path coefficient is 0.076, this indicates that the better job satisfaction is improved, the higher the performance of employees.

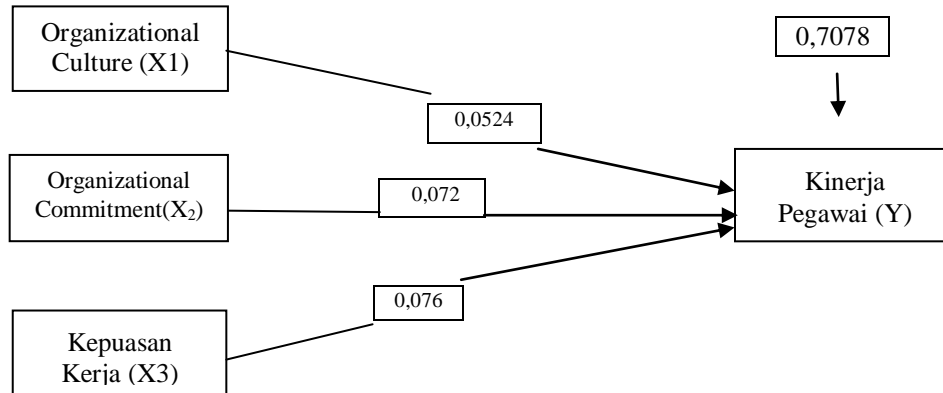


Figure 4. Substructure 3. Effect of Organizational Culture, Organizational Commitment and Job Satisfaction on Performance

d. Effect of other variables

At this stage the author calculates other variables which are not included in the model using the formula proposed by Sitepu (1994) as follows:

$$P_{y\varepsilon} = \sqrt{1 - R^2_{y.x_1 x_2 \dots x_k}}$$

$$P_{y\varepsilon} = \sqrt{1 - 0,599}$$

$$P_{y\varepsilon} = \sqrt{0,501} = 0,7078$$

Based on the formula above, it is known that the influence of other variables outside the variable organizational culture and organizational commitment to job satisfaction is 0.7078 or equal to 70.78%.

**(1) Effects of X1, X2 and X3 on Y**

**a. Variable X1**

Determine direct influence:  $Y \leftarrow X_1 \rightarrow Y : \rho_{yx_1} \cdot \rho_{yx_1}$

$$= 0.052 \cdot 0.052$$

$$= 0.002704$$

$$= 0.27\%$$

X1 against X2 =  $X_2 \leftarrow X_1 \rightarrow X_2$

$$= (P_{x_1x_2}) (p_{x_1x_2})$$

$$= 0.4 \cdot 0.4$$

$$= 0,16$$

$$= 16\%$$

$$X_1 \text{ against } X_3 = X_3 \leftarrow X_1 \rightarrow X_3$$

$$= (P_{x_1x_3})(p_{x_1x_3})$$

$$= 0,23 \cdot 0,23$$

$$= 0,0529$$

$$= 5,29\%$$

Determine indirect effects X1:

$$X_1 \text{ against } X_3 \text{ through } X_2 = X_1 \leftarrow X_2 \rightarrow X_3$$

$$= (P_{x_3x_1}) (P_{x_1x_2}) (P_{x_3x_2})$$

$$= (0.23) (0.4) (0,422)$$

$$= 0.388$$

$$= 3.88\%$$

$$X_1 \text{ against } Y \text{ through } X_3 = Y \leftarrow X_1 \Omega X_3 \rightarrow Y$$

$$= (\rho_{YX_1})(\rho_{X_1X_3})(\rho_{YX_3})$$

$$= (0.052) (0.23) (0.076)$$

$$= 0,00090$$

$$= 0.09\%$$

$$X_1 \text{ against } Y \text{ through } X_2 = Y \leftarrow X_1 \Omega X_2 \rightarrow Y$$

$$= (\rho_{YX_1})(\rho_{X_1X_2})(\rho_{YX_2})$$

$$= (0.052) (0.4) (0.072)$$

$$= 0.00149$$

$$= 0.149\%$$

### b. Variable X2

Determine direct influence:  $Y \leftarrow X_2 \rightarrow Y = \rho_{YX_2} \rho_{YX_2}$

$$= 0.072 \cdot 0.072$$

$$= 0.005184$$

$$= 0.5184\%$$

Determine indirect influence X2:  $Y \leftarrow X_2 \Omega X_3 \rightarrow Y : \rho_{YX_2} \rho_{X_2X_3} \rho_{YX_3}$

$$= 0.072 \cdot 0.422 \cdot 0.076$$

$$= 0.0023$$

$$= 0.23\%$$

### c. variable X3

Determine direct influence:  $Y \leftarrow X_3 \rightarrow Y : \rho_{YX3} \rho_{YX3}$

$$= 0.076 \cdot 0.076$$

$$= 0.005776$$

$$= 0.5776\%$$

## DISCUSSION OF RESEARCH RESULTS

### Effect of Organizational Culture Variables (X1) on Organizational Commitment Variables (X2)

The results of the analysis partially indicate that organizational culture (X1) has a significant effect on organizational commitment (X2). The findings of this study are in line with the results of the research of Syahrudin (2016) and Steven Set Xaverius Tumbelaka, Taher Alhabsji, Umar Nimran (2016), showing that organizational culture has a positive and significant effect on organizational commitment. Strong organizational culture will greatly help the success of the organization by guiding behavior and giving meaning to its activities to have high commitment.

In line with the research findings about the significant influence of organizational culture variables on organizational commitment. The relationship between organizational culture and organizational commitment can be explained that organizational culture is one of the factors that give rise to organizational commitment.

### Effect of Organizational Culture Variables (X1) and Organizational Commitment (X2) on Job Satisfaction Variables (X3)

The results of the path analysis of the influence of organizational culture (X1) and organizational commitment (X2) on job satisfaction (X3) indicate a significant influence. The results of the analysis partially indicate that organizational culture (X1) has a significant effect on job satisfaction (X3). Furthermore, based on the results of the partial analysis it is also known that organizational commitment (X2) has a significant effect on job satisfaction (X3).

The research findings above are in line with Wirawan (2007) which states that good organizational culture will have a large influence on the behavior of its members because of the high level of togetherness and intensity to create an internal climate. Organizational culture also

creates, enhances and maintains high performance. Where a conducive organizational culture creates job satisfaction, work ethic and employee motivation.

Organizational culture perceptions and commitment to bank employee job satisfaction (Munizu, 2010). The results of his research are organizational culture has a positive effect on employee job satisfaction. Analysis of the influence of organizational culture and job satisfaction on organizational commitment in improving employee performance (Taurisa, 2012). The results of his research are organizational culture has a positive effect on employee job satisfaction.

Effect of organizational culture and job satisfaction on employee work motivation on HardRock Hotel Bali (Diputra, 2014). The results of his research are organizational culture has a positive effect on employee job satisfaction.

### **Effect of Organizational Culture Variables (X1), Organizational Commitment (X2) and Job Satisfaction Variables (X3) on Employee Performance (Y)**

The results of the path analysis of the influence of organizational culture (X1), organizational commitment (X2) and job satisfaction (X3) on employee performance (Y) indicate that there are significant effects together of the three exogenous variables on endogenous variables. This means that organizational culture, organizational commitment and job satisfaction significantly influence the performance variables of the Sungai Penuh City Animal Husbandry and Fisheries Department employees.

Furthermore, the results of the partial analysis also show that the organizational culture variable (X1) has a significant effect on employee performance (Y) in the Department of Animal Husbandry and Fisheries City of Sungai Penuh. The research findings above are in line with the opinion of Mangkunegara (2009) in his literature book explaining that one of the factors that can influence employee performance is organizational factors which consist of organizational culture. According to Dessler (2007) organizational culture is a set of values, beliefs, and norms shared by members of the organization as behavioral guidelines in solving organizational problems. While employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2009).

In the theoretical concept, Mangkunegara (2009), Luthans (2006), and Dessler (2007) explain that employee performance is influenced by organizational culture. The opinion of the experts can be interpreted that if the better the organizational culture perceived by the employee, this will lead to high performance of the employee, but otherwise if the organizational culture is felt by employees to work, then this will lead to low employee performance. .



Empirically, several previous studies have proven that organizational culture has a positive influence on employee performance (Koesmono, 2005; Putri, 2012; Soedjono, 2005). Research conducted by Koesmono (2005) on the Effect of Organizational Culture on Motivation and Job Satisfaction and Employee Performance, found that organizational culture has a positive effect on employee performance.

For organizational commitment variables (X2) also shows a significant influence on employee performance (Y). Theoretically, Hasibuan (2007) in his literature book explains that one of the factors that affect the performance of employees is organizational commitment. Robins (2007) states that organizational commitment is a form of identification, loyalty and involvement expressed by employees of the organization. While employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2009).

In theoretical concepts, Hasibuan (2007) explains that employee performance is influenced by organizational commitment. This opinion can be interpreted that if the higher the organizational commitment of the employee, this will lead to the high performance of the employee, but on the contrary if the lower organizational commitment of the employee, this will lead to low employee performance.

Empirically, several previous studies have proven that organizational commitment has a positive influence on employee performance (Okto et al., 2014; Fu & Deshpande, 2014; Suwardi & Joko, 2011; Soegihartono, 2012; Victor, 2010). Research conducted by Okto et al (2014) on the Effect of Work Motivation and Organizational Commitment on Employee Performance, found that organizational commitment variables have a positive effect on employee performance.

The job satisfaction variable (X3) also significantly influences the performance of employees in the Livestock and Livestock Service Office of Sungai Penuh City. The research conducted by previous research is Hidayat's (2017) research, regarding the influence of job satisfaction dimensions on employee performance at PT. CentralindoMedika, the results of his research show that there is a significant influence on job satisfaction on employee performance. Engko's research (2016), the results of his research also support the findings of the research conducted by Hidayat (2017), namely there is a significant effect of job satisfaction on employee performance at work. Furthermore, Kristianto et al (2012) research on the effect of job satisfaction on employee performance with organizational commitment as an intervening variable. The results of his study concluded that job satisfaction has a significant influence on the performance of employees at work.

Based on the opinion above, it can be concluded that job satisfaction is a very important part and determines the willingness and volunteerism of employees to work optimally in producing the performance or work performance expected by the company.

### Direct and indirect influence of variables X1, X2, X3 on variable Y

The results of data analysis show that variables X1, X2, X3 have a significant contribution both directly and indirectly to variable Y. That is, variable organizational culture, organizational commitment and job satisfaction have a significant contribution both directly and indirectly to the variable organizational commitment.

Organizational culture, organizational commitment and job satisfaction variables directly contribute to employee performance. In addition, organizational culture variables contribute indirectly through organizational commitment to job satisfaction and through job satisfaction to employee performance. Furthermore the organizational commitment variable also directly contributes to the job satisfaction of civil servants at the Sungai Penuh City Livestock and Fisheries Service. Organizational commitment variables also indirectly influence job satisfaction on employee performance.

The magnitude of the contribution of the three variables X1, X2, and X3 to Y endogenous variables is different. The strongest contribution is determined by the variable job satisfaction. The results of the analysis also show that there are still other variables or factors that determine employee performance outside the variables in this study, among others, namely: Organizational structure, challenges, gender, experience, level of education, scope of position, age, personality, role conflict, level difficulties, union presence and level of control. Furthermore, the path structure of the results of this study can be described as follows:

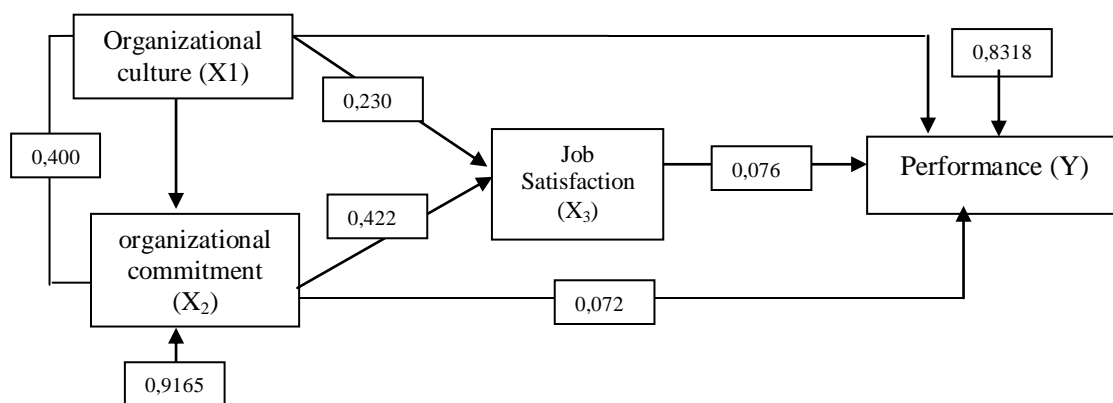


Figure 5. Model Findings

## CONCLUSION

Based on the results of data analysis obtained through questionnaires distributed to employees of the Department of Animal Husbandry and Fisheries in Sungai Penuh City, some conclusions can be raised from the results of this study as follows:

1. Based on the total percentage value of the respondent's questionnaire answers, it is known that Employee Performance, Organizational Culture, Organizational Commitment and Employee Job Satisfaction in the Department of Animal Husbandry and Fisheries in Sungai Penuh City are in a fairly good category, indicating that employees of the Department of Animal Husbandry and Fisheries in Sungai Penuh City has a fairly good work discipline in carrying out its duties, has a fairly good understanding of the organizational culture that is formed and has a pretty good commitment in improving the performance of its employees but the Department of Animal Husbandry and Fisheries in Sungai Penuh City employees have a high level of job satisfaction.
2. Based on the results of testing the Path Analysis that Organizational Culture has a significant influence on Organizational Commitment to the Department of Animal Husbandry and Fisheries in Sungai Penuh City
3. Based on the results of testing the Path Analysis that Organizational Culture and Organizational Commitment together have a significant effect on Employee Satisfaction of the Department of Animal Husbandry and Fisheries in Sungai Penuh City.
4. Based on the results of testing the Path Analysis that Organizational Culture has a significant influence on Employee Satisfaction at the Department of Animal Husbandry and Fisheries in Sungai Penuh City.
5. Based on the results of testing the Path Analysis that there is a significant effect of Organizational Commitment on Employee Satisfaction at the Department of Animal Husbandry and Fisheries in Sungai Penuh City. Thus Organizational Culture and Organizational Commitment simultaneously have a significant effect on the variable job satisfaction.
6. Based on the results of testing the Path Analysis that together Organizational Culture, Organizational Commitment and Job Satisfaction have a significant influence on Employee Satisfaction of the Department of Animal Husbandry and Fisheries in Sungai Penuh City

## SUGGESTIONS

In an effort to improve and improve employee performance, organizational culture, organizational commitment and job satisfaction things that can be done by the Department of Animal Husbandry and Fisheries in Sungai Penuh include: providing education and training in accordance with the field of expert staff, providing clear job descriptions to employees determine and explain the vision and mission that can be understood by all employees, provide compensation, bonuses, prizes and promotions for employee achievements, treat employees fairly and wisely in making decisions and increase the sense of social and kinship within the Department of Animal Husbandry and Fisheries in Sungai Penuh City and other things that can spur employees to improve their performance so that the objectives of the Full River the Department of Animal Husbandry and Fisheries in Sungai Penuh City can be realized.

## LIMITATIONS OF RESEARCH

- This study is only limited to four variables, namely: Employee Performance, Organizational Culture, Organizational Commitment and Job Satisfaction
- This research population is limited only to the Department of Animal Husbandry and Fisheries in Sungai Penuh City, so this finding does not describe organizational behavior in other agencies, especially overall performance

## SUGGESTIONS FOR FURTHER RESEARCH

- For other parties who are interested in researching this topic more deeply, the authors suggest that further researchers can further examine other variables that affect employee performance.
- It is also hoped that this research can be one of the references for further research, especially for those conducting research related to Employee Performance, Organizational Culture, Organizational Commitment and Job Satisfaction to be more perfect and comprehensive

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