

**THE RELATIONSHIP OF ORGANISATIONAL COMMITMENT,
JOB SATISFACTION, AND ORGANISATIONAL CULTURE ON
EMPLOYEE PERFORMANCE: AN EMPIRICAL STUDY
AT PT. PUNGKOOK INDONESIA ONE GROBOGAN**

Siti Almaidah¹⁾ Arlinda Nurjanah²⁾

STIE Atma Bhakti Surakarta¹

STIE Atma Bhakti Surakarta²

E-mail: almaidah.elmuhammad@gmail.com

Abstract: *Effective employee management is one of the critical components of business operations. This achievement is marked by a conducive working atmosphere and improved employee and organisational performance. The rapid changes that occur in the business world result in companies facing various forms of challenges. Companies are required to have an advantage. Employees have a major contribution to realizing these achievements by improving their performance. The aim of this research was to test and analyze the effect of organisational commitment, job satisfaction, organisational culture on the performance of employees of PT Pungkook Indonesia One Grobogan, Central Java. The sample involved was 95 employees. Sampling technique using accidental sampling. Data collected through questionnaires. Data analysis methods include instrument tests, classical assumption tests, multiple linear regression analysis, model feasibility tests, determination coefficient tests, and hypothesis testing. The findings in the research stated that employee performance is influenced by organizational commitment, job satisfaction, organizational culture.*

Keywords: *employee performance, job satisfaction, organisational commitment, organisational culture*

1. Introduction

Intense competition in the business world creates great challenges for companies. For the company to survive, it must have various advantages and good performance. The organization may endeavor to enhance employee performance in order to attain optimal overall performance. According to Wright and Snell (2009), the effectiveness of employees represents a strategic advantage. Rynes et al. (2000) mentioned the company's main challenge is to establish a policy on employee performance evaluation in a certain way to make it more efficient and effective. So it is useful for developing a human resources portfolio (Hellriegel et al., 2004; Fay & Luhrmann, 2004; Bateman & Snell, 2007). In the meantime, Robbins & Judge (2018), explained that the evaluation results are useful for developing the quality of employees.

A good relationship between employees and the company encourages the creation of organisational commitment. The attitude of loyalty and siding with employees to the company, and vice versa the company's support for employees is part of organisational commitment. (Robbins & Judge, 2018; Aube et al., 2007). Past research indicates that employee performance is influenced by organizational commitment (Shiu-Chuan & Chien-Pei, 2010; Khan et al., 2010;

Samad, 2011; Thamrin, 2012; Memari et al., 2013; Putra, 2015; Muis et al., 2018). Meanwhile, in a study by Nurdin and Rohendi (2016), the opposite result was found.

Both employers and employees have an interest in job satisfaction. Several important factors must be met, namely challenging work, adequate working conditions, job security, and incentive-based reward systems. According to Locke (1976) in Alegre et al. (2016), the positive and pleasant feeling condition that employees feel towards their work or experiences at work is referred to as job satisfaction. Meanwhile, Spector (1997) in Alegre et al. (2016), explains job satisfaction is an emotion that involves an overall evaluation of an employee concerning his work environment. Kreitner & Kinicki (2008), describes job satisfaction as an affirmative reaction from an employee towards different facets of their job responsibilities. for which the employee is responsible. Previous research found employee performance is also determined by job satisfaction (Ghozali, 2017; Hanafi & Yohana, 2017; Subariyanti, 2017; Steven & Prasetyo, 2020). Different findings were found in the research by Crossman and Abou-Zaki (2003), indicating an insignificant relationship between the two variables.

An efficient organization will usually have the capacity to improve the quality of its culture. The attitude of individuals and their groups in the organization in achieving their goals usually affects the process of achieving organisational goals. Because of this, to deal with the diversity of individual and group attitudes, organizations need to establish some rules that are acceptable to individuals and groups. These rules or norms are expressed as organisational culture. Culture can be referred to as a phenomenon of active life referring to ideas, and values that can influence a person in action. Elements encompassed within organisational culture consist of norms and values, mindsets, beliefs and perspectives, reviews of change, habits of communication and behaviour, and expectations of achieving common goals (Deal & Kennedy, 1982; Deshpande & Webster, 1989; Prajogo & McDermott, 2005; Ehlers, 2009). Organisational culture will guide the organization in carrying out its activities. A previous study by Rahmisyari (2016), found that employee performance is influenced by rules in organisational culture accepted by members of the organisation. Meanwhile, the research conducted by Uddin et al. (2013); and Amanda et al. (2017) discovered that employee performance is impacted by organisational culture, and also plays a role in creating a competitive advantage. However, an investigation or research endeavor conducted by Pawirosumarto et al. (2017) obtained the opposite result.

Today's business competition is increasingly fierce, requiring companies to enhance the caliber of human resources provide adequate facilities to carry out their work, fulfil employee rights and develop good relationships with them. Similarly, PT Pungkook Indonesia One is located in Grobogan, Central Java. A manufacturing company that is growing and developing. The company is owned by South Korean investors and is active in the outdoor and fashion bag industry with international brands. The products are mainly exported to various countries. As a company operating in the era of globalization, PT Pungkook Indonesia One must be supported by high-performing employees. Because of this, the company seeks to improve the quality of its employees on an ongoing basis and place greater emphasis on the factors affecting employee growth. In order for it will have an impact on the success and progress of the company. Referring to the above background, this study aims to examine the relationship between organisational commitment, job satisfaction, organisational culture on employee performance at PT Pungkook Indonesia One Grobogan, Central Java.

The hypothesis proposed in this study is:

- a. Organisational commitment affects employee performance

The full utilization of human resources is aimed at increasing success of the organisation. Therefore, a proficient performance management system is crucial for the success of a business.

organizations. Every company must pay attention to aspects of productivity as a prerequisite for improving the company's ability to maintain survival and have a competitive advantage during increasingly rapid changes in the business world. Employee performance shows active involvement in the organization, including the amount and quality of output, work attendance, and cooperation, including the use of various employee potentials such as knowledge, abilities, and skills in achieving organisational goals (Gordon, 2000; Hellriegel et al., 2004; Altındağ & Köseadağı, 2015). Organisational commitment is the active role and employee engagement in the workplace, and the level of trust in organisational norms (Meyer & Allen, 1991; Ensher et al., 2001; Gibson, 2013). Referring to a study by Nadapdap (2017); Muis et al. (2018); Riono et al. (2020) retrieved, organisational commitment significantly affects employee performance, a hypothesis can be formulated:

H₁: Organisational commitment exerts a positive effect on the performance of employees.

b. Job satisfaction effects employee performance

Workplace contentment is an employee's perspective of his or her duties at work (Robbins & Judge, 2018). They believe that when employees experience high job satisfaction, they will behave more positively. Employees tend to show a negative attitude towards their work if they are dissatisfied. Spector (2008), explains job satisfaction is how much someone likes their job. Adams and Freedman (1976) in Yuen et al. (2018), equity theory can be employed to elucidate the idea of job satisfaction. This means that equity theory refers to the condition of balance between the input and output of employees. The input can be a combination of an employee's time, effort, ability, and loyalty to their job. Based on the findings of the research by Changgriawan (2017); Ghozali (2017); and Nurrohmat & Lestari (2021), found that job satisfaction significantly affects employee performance, then the proposed hypothesis is:

H₂: Job satisfaction exerts a positive effect on the performance of employees.

c. Organisational culture effects employee performance

Organisational culture encompasses the values, expectations, implicit assumptions, and heritage that are part of the organisation. According to Kotter and Heskett (1992) and Sørensen (2002), mentioned that the depth and content of culture are critical to improving performance. The culture of an organisation or part of it may be managed, controlled, or deliberately changed by management. For example, Sathe (1985) and Ott (1989), revealed that organisational culture provides an emotional feeling or sentiment engagement and dedication to organisational values, as well as moral aspects. In addition, it greatly impacts employee performance, which in turn impacts organisational performance. Drawing from the outcomes of the research conducted by Widodo (2017); Giantari & Riana (2017); Rahmawati & Juwita (2019); and Sutoro et al. (2020), obtained employee performance is significantly influenced by organisational culture so that the following hypothesis can be formulated:

H₃: Organisational culture exerts a positive effect on the performance of employees.

The research framework illustrates the connection between the variables employed in this investigation, as depicted in the subsequent figure:

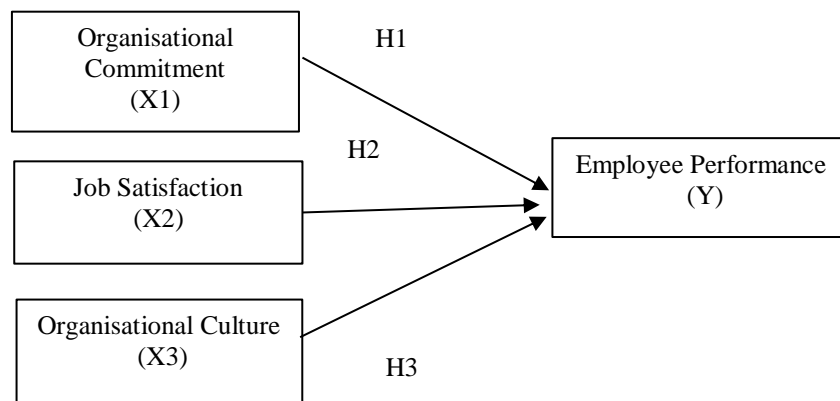


Figure 1. Theoretical Framework

2. Research Method

The design of this study employed a survey method, where data was gathered through the use of survey instruments. The population is the production employees at PT Pungkook Indonesia One located in Grobogan, Central Java, totalling 1800 people in 60 operating lines, each line consisting of 30 employees. The sample size of 95 was calculated utilizing the Slovin equation. The sampling method employed accidental sampling, which is a probability-based sampling technique and willingness to fill out the questionnaire provided. The distribution was done through Google form with the consideration that it did not take too long.

Below is a clarification of the meaning of each variable and measurement technique:

a. Employee Performance

Employee performance is a concept with various components and at a certain level, individuals can distinguish the various elements that determine performance, namely their involvement in the results to be achieved (Roe, 1999). Meanwhile, as per Dessler (1992), employee performance involves evaluating the actual outcomes achieved. with the performance of employee expectations. Employee performance measurement uses a formulation developed by Russel & Bernandin (1995), which includes 14 question items sourced from 6 dimensions including; quality of work, number of employees, efficient use of time, work effectiveness, need for supervision, self-efficacy.

b. Organisational Commitment

Organisational commitment is how employees connect themselves to the organisation and its goals in the hope of maintaining their membership in the organisation (Robbins & Judge, 2018). While Buchanan in Kwoon (2002), defines commitment is characterized by a feeling of attachment to and alignment with the values and objectives of the organisation. The measurement uses a concept retrieved by Mowday et al. (1979) is *The Organisational Questionnaire Commitment* (OQC) which consists of 15 question items.

c. Job Satisfaction

It is as a variable regarding how employees perceive their jobs, which shows optimism towards their work and all the problems they face at work. According to Fritzsche and Parrish (2005), Yuen et al. (2018) define that job satisfaction is a notion conceived as an emotional variable stemming from an evaluation of an individual's work-related experiences. Measurement of job satisfaction using the concept of Weiss, et al. (1967) in Nailissaadah & Suharnomo (2022) is the *Minnesota Satisfaction Questionnaire* (MSQ) developed, in which there are 20 question items.

d. Organisational Culture

According to Parmelli et al. (2011), organisational culture as collective beliefs, ingrained values, established traditions, behavioral norms, and customary practices of employees. Flamholtz and Randle (2014) point out that organisational culture also encompasses the perspectives, principles, and behavioral standards that define an organisation. Organisational culture encompasses the structure, routines, norms and the outlook of individuals within the organization the organisation, and it provides arrangement and meaning to the organisation and poses limitations (Schein, 2004). Measurement of organisational culture uses 14 questions sourced from 7 dimensions including innovative and risk-loving, focus on certain aspects, prioritise results, paying more attention to employees, prioritise teams, aggressive at work, and prioritise stability (Robbins & Judge, 2018).

The data analysis techniques used include first, the instrument test which is intended to test the questionnaire, and the suitability and accuracy of the measuring function of the tool used. Second, the classical assumption test is intended to identify whether there are deviations from the research model. Third, multiple linear regression analysis, model feasibility test, coefficient of determination test, and hypothesis testing, it seeks to examine the association between variables (Sarjono & Julianita, 2011).

3. Results and Discussion

3.1. Results

In accordance with the information provided by the respondents, the majority of respondents were female, totalling 56 (58.95%) out of the entire pool of 95 respondents. Furthermore, according to age, The majority of participants were 30 years old or younger, namely 72 people (75.79%), which is the productive age range. Meanwhile, the number of respondents seen from the last education is mostly high school/vocational high school education, namely a total of 59 employees (62.11%), the rest have junior high school and S1 education. Meanwhile, when viewed from the tenure factor, the highest number had a tenure of less than 3 years, there were 50 respondents (52.63%).

The outcomes of the validity assessment are presented in the instrument testing, all statements acquired valid values. This test was conducted on 14 questions about employee performance variables, 15 questions about organisational commitment variables, 20 questions about job satisfaction, and 14 questions about organisational culture variables. The results obtained by all statements meet the criteria $r_{count} > r_{table}$ (0.1716). For the reliability assessment, the benchmark for reliability is met if the Cronbach's Alpha value exceeds 0.60. (Ghozali, 2012). The results are shown in the following table.

Table 1. Results of the Reliability Test

Variables	Cronbach's Alpha	Description
Organisational Commitment (X1)	0,851	Reliable
Job Satisfaction (X2)	0,874	Reliable
Organisational Culture (X3)	0,889	Reliable
Employee Performance (Y)	0,864	Reliable

Classical assumption testing includes several tests as described below:

a. Normality Test

The examination was carried out using the K-S test and the results indicated that the data followed a normal distribution. The Asymp. Sig. (2-tailed) value is obtained at $0.200 > 0.05$. The results are below.

Table 2. Results of the Normality Test

One-Sample Kolmogorov-Smirnov Test	
	Unstandardized Residual
N	95
Test Statistic	0,065
Asymp. Sig. (2-tailed)	0.200

b. Multicollinearity Test

This test is utilised to examine if there is a correlation between independent variables, and the results show that in this study, every variable demonstrates a tolerance value surpassing 0.10, with a corresponding VIF value lower than 10. The table below illustrates the outcomes of the multicollinearity assessment.

Table 3. Results of the Multicollinearity Test

Independent Variable	<i>Tolerance</i>	<i>VIF</i>
Organisational Commitment (X1)	0,954	1,048
Job Satisfaction (X2)	0,152	6,563
Organisational Culture (X3)	0,154	6,498

c. Heteroscedasticity Test

The test is by regressing the absolute value of the estimated residuals on the explanatory variables and the test used the Glejser test. The criteria state that if the computed t-value is less than the t-table value (1.6618) and the Sig value exceeds 0.05, then it's called that there are no indications of heteroscedasticity. The test results are below.

Table 4. Results of the Heteroscedasticity Test

Independent Variable	<i>t</i>	<i>Sig.</i>
Organisational Commitment (X1)	0,942	0,349
Job Satisfaction (X2)	0,603	0,548
Organisational Culture (X3)	0,969	0,335

The subsequent test explores the association between variables and the impact of each independent variable on the dependent variable, encompassing:

a. Multiple Linear Regression Analysis

This analysis is intended to measure the effect of the independent variable on the dependent variable. The outcomes are as follows.

Table 5. Results of Multiple Linear Regression Analysis

Model	Unstandardized Coefficients	t	Sig.
(Constant)	3,536	2,766	0,007
Organisational Commitment (X1)	0,019	2,572	0,003
Job Satisfaction (X2)	0,324	2,800	0,006
Organisational Culture (X3)	0,567	4,899	0,000
R = 0,891 F count = 123,691			
R ² = 0,794 Sig. F = 0,000			
Adjusted R Square = 0,788			

Derived from Table 5, the equation formulation can be arranged as follows:

$$Y = 3,536 + 0,019 X_1 + 0,324 X_2 + 0,567 X_3 + e$$

The explanation is as below:

- 1) The constant obtained is 3,536, indicating that if the variables of organisational commitment, job satisfaction, and organisational culture have no increase in value, the employee performance value is 3,536.
- 2) The coefficient in the regression equation for the organisational commitment variable is obtained at 0,019 at the Sig. level of 0,003. Therefore, for every one-unit increment in the value of the organisational commitment variable, there is an associated increase of 0.019, will increase the value of the dependent variable, namely employee performance by 0,019.
- 3) The coefficient in the regression equation for the job satisfaction is obtained at 0.324 at the Sig. level of 0.006. Therefore, a rise of 0.324 in that variable corresponds to a parallel increase of 0.324 in the dependent variable, specifically the employee performance.
- 4) The coefficient in the regression equation for the organisational culture variable is 0.567 at the Sig. level of 0.000. So every one-unit increase in the numerical measure of the organisational culture variable by 0.567 will increase the value of the dependent variable, namely employee performance by 0.567.

b. Model Feasibility Test

Model fit test, is intended to assess the model generated from multiple linear regression analysis can be followed up or not. On the other hand, it is also intended to assess the collective impact of the independent variables on the dependent variable. This test results in a calculated F value (123.691) greater than the F table (2.705) at a level of significance of 0.000. So that further testing is feasible.

c. Determination Coefficient Test

Derived from R² test, the Adjusted R Square value stands at 0.788.. The value indicates that the variables of organisational commitment, job satisfaction, and organisational culture elaborate on the employee performance parameter. by 0.788 or 78.8%. Meanwhile, the remaining 21.2% is accounted for by additional variables not encompassed in the research parameters.

d. Hypothesis Test

The aim is to find out ascertain how the variables of organisational commitment, job satisfaction, and organisational culture affect the employee performance. The decision criteria are if the t count is greater than the t table at the Sig. level smaller than 0.05 then the null hypothesis is rejected and vice versa. The result shows that partially the variables of

organisational commitment, job satisfaction, organisational culture exerts a positive and substantial impact on variables related to employee performance.

3.2. Discussion

a. The effect of organisational commitment on employee performance

According to test results presented in Table 5, it is evident that the t-value stands at $2.572 > 1.6618$ (t table) with a Sig. value of $0.003 < 0.05$, so H_1 can be acknowledged. This shows statistically, employee performance is positively and significantly affected by organisational commitment. Therefore, it can be asserted that hypothesis 1 is proven and supported by his research Nadapdap (2017), Muis et al. (2018), and Riono et al. (2020).

b. The effect of job satisfaction on employee performance

Referring to the computations from Table 5, it is evident that the t-value is $2.800 > 1.6618$ (t table) and the Sig value is $0.006 < 0.05$, so H_2 can be acknowledged. Statistically, these results indicate that employee performance is positively and significantly influenced by job satisfaction. Therefore it can be explained that hypothesis 2 is proven and supported by his research Changgriawan (2017), Ghozali (2017), Nurrohmat and Lestari (2021).

c. The effect of organisational culture on employee performance

In the context of organisational culture, as presented in Table 5, the computed the value of t is 4.899, and the Sig. value is identified as 0.000. This means that the t value is $4.899 > 1.6618$ (t table) with a Sig value. $0.000 < 0.05$, so H_3 is proven and supported by his research Widodo (2017); Giantari & Riana (2017); Rahmawati & Juwita (2019); and Sutoro et al. (2020).

4. Conclusion and Suggestions

a. Conclusion

From the aforementioned results and discussions, one can infer the following conclusions:

- 1) Organisational commitment exerts a positive effect on the performance of employees at PT Pungkook Indonesia One Grobogan.
- 2) Job satisfaction exerts a positive effect on the performance of employees of PT Pungkook Indonesia One Grobogan.
- 3) Organisational culture exerts a positive effect on the employee performance at PT Pungkook Indonesia One Grobogan.

b. Suggestions

Suggestions that can be given are that companies in managing employees must focus on crucial factors that impact them, especially organisational culture. Because employees are important assets in the operation and achievement of company goals. Company commitment needs to be improved through actions to live up to the norms that apply in the company. This encourages more employee engagement. In addition, giving tasks according to their expertise will create job satisfaction. It is hoped that future studies to include other variables that have the potential to improve employee performance.

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