



Analysis of the Effect of Organizational Culture and Job Satisfaction on Organizational Commitment in Improving Employee Performance

Rahmi Pujiati¹⁾; Rama Kurniawan²⁾; and Sunia Ardiyanti³⁾

Pamulang University, Banten, Indonesia,

E-mail: ^{a)}rahmi.pujiati02@gmail.com, ^{b)}yasminfarm@gmail.com,
^{c)}suniaardiyanti@gmail.com

Abstract: The purpose of this study is to analyze the influence of organizational culture, job satisfaction, and organizational commitment on employee performance. The object of research in this study is PT. Ruang Raya Indonesia Jakarta. Data are collected through self administered questionnaire completed by respondents. The findings of this study prove and give conclusions as following: (1) organizational culture has positive and significant effect on job satisfaction, (2) organizational culture has positive and significant effect on organizational commitment, (3) job satisfaction has positive and significant effect on organizational commitment, (4) organizational commitment has positive and significant effect on employee performance, (5) organizational culture has positive and significant effect on employee performance, and (6) job satisfaction has positive and significant effect on employee performance.

Keywords: Organizational Culture, Job Satisfaction, Commitment Organizational, And Employee Performance

INTRODUCTION

PT Ruang Raya Indonesia (Ruangguru) is the largest technology company in Indonesia that focuses on education-based services. Ruangguru has more than 22,000,000 users and manages 300,000 teachers who offer services in more than 100 subject areas.

Ruangguru develops various technology-based learning services, including virtual classroom services, online exam platforms, subscription learning videos, private tutoring marketplaces, and other educational content that can be accessed via the Ruangguru web and application.

Ruangguru has also received a number of awards at home and abroad, including the Solver of MIT, Atlassian Prize, UNICEF Innovation to Watch, Google Launchpad Accelerator, and the ITU Global Industry Award.

The company was founded in 2014 by Belva Devara and Iman Usman, both of whom made it into the ranks of successful entrepreneurs under the age of 30 through the Forbes

30 under 30 for the consumer technology sector in Asia. In 2019, they received an award as an Emerging Entrepreneur from Ernst & Young.

Ruangguru has a mission to provide and expand access to quality education through technology for all students, anytime and anywhere. In order to realize its mission, Ruangguru develops to become more innovative. Therefore, Ruangguru needs to be supported by employees who have their respective skills, abilities, and capacities. Where in this case it is necessary to have job satisfaction and organizational commitment for each individual employee which is formed through the organizational culture within Ruangguru so that it can create optimal performance. Job satisfaction behavior and organizational commitment will not be created if Ruangguru does not provide direction to employees, both employees who have worked for a long time and employees who have just joined. This can be done through the process of introducing organizational culture to employees so that they can work in accordance with the values and goals of the organization. This is intended because Ruangguru wants to develop its business in the field of education well and provide quality assurance for each product.

To be able to see further the influence of organizational culture, job satisfaction, organizational commitment on employee performance, the questions in this study are: 1. Does organizational culture affect job satisfaction at PT Ruang Raya Indonesia (Ruangguru)? 2. Does organizational culture affect organizational commitment at PT Ruang Raya Indonesia (Ruangguru)? 3. Does job satisfaction affect organizational commitment at PT Ruang Raya Indonesia (Ruangguru)? 4. Does organizational commitment affect employee performance at PT Ruang Raya Indonesia (Ruangguru)? 5. Does organizational culture affect employee performance at PT Ruang Raya Indonesia (Ruangguru)? 6. Does job satisfaction affect employee performance at PT Ruang Raya Indonesia (Ruangguru)?

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Employee performance

Performance is the result of work in quality and quantity achieved by a person in carrying out the tasks assigned to him in accordance with predetermined standards or criteria. Performance shows the level of success of employees in carrying out their duties and responsibilities. The higher the employee's performance, the productivity of the organization as a whole will increase. An employee will have a high level of performance if there is a match between his work and his abilities. If this can be fulfilled, there will be a sense of responsibility for their work and a willingness to participate in achieving organizational goals through the implementation of tasks to the fullest. Therefore, organizations need to pay attention to the management of human resources (employees) to produce high performance in order to improve overall organizational performance. There are three factors that affect the performance of individual employees, namely: (1) the individual's ability to carry out the work; (2) the level of effort made; and (3) organizational support (Mathis and Jackson, 2006). Employee performance can be improved if these three factors are present in the employee, and employee performance will decrease or decrease if one of these factors is not present.

Organizational Culture

Organizational Culture Robbins and Judge (2008) define organizational culture as a system of shared meanings held by members that distinguishes the organization from other organizations. According to Robbins and Judge (2008) organizational culture represents a common perception of organizational members. Therefore, it is hoped that individuals who have different backgrounds or are at different levels in the organization can understand organizational culture in a similar way. Hofstede (1986, in Koesmono, 2005) states that culture is a variety of interactions of habitual characteristics that affect groups of people in their environment. In order for organizational culture to function optimally, organizational culture must be created, maintained, and strengthened and introduced to employees through

the socialization process (Nurtjahjani and Masreviastuti, 2007). Through this socialization, employees are introduced to the goals, strategies, values, and standards of organizational behavior as well as information related to work.

Performance

Job satisfaction is an employee's positive attitude towards his work, which arises based on an assessment of the work situation (Robbins and Judge, 2008; Umam, 2010). A pleasant work situation can be formed if the nature and type of work to be done is in accordance with the needs and values of the employees. Thus, satisfied employees prefer their work situations than dissatisfied employees, who do not like their work situations. Job satisfaction felt by employees is influenced by two factors, namely intrinsic factors and extrinsic factors (Johan, 2002). Intrinsic factor is a factor that comes from within the individual that is brought by every employee since starting to work in his workplace. While extrinsic factors are factors that involve things that come from outside the employee, such as the physical condition of the work environment, interactions with other employees, the payroll system, and so on. Meanwhile, according to Luthans (2006), there are five dimensions that affect job satisfaction, namely: the job itself, salary, promotion opportunities, supervision, supervisor, and co-workers.

Organizational Commitment

Organizational members who are committed to their organization may develop a more positive perspective on the organization and are happy without being forced to spend extra energy for the benefit of the organization (Anik and Arifuddin, 2003). This shows that organizational commitment has a meaning that is more than just passive loyalty, but involves an active relationship and the desire of employees to make a meaningful contribution to the organization. According to Greenberg and Baron (1993, in Chairy, 2002), employees who have high organizational commitment are employees who are more stable and more productive so that in the end it will also be more profitable for the organization. Mowday et al. (1982, in Chairy, 2002) suggested the characteristics of organizational commitment, namely: (1) strong belief and acceptance of organizational goals and values; (2) readiness to work hard; and (3) a strong desire to stay in the organization.

METHODS

The method used in this research is to distribute a set of questionnaires to the selected research respondents to be used as samples. The data obtained from the respondents were processed using the Structural Equation Modeling (SEM). Data collection in this study was carried out through the questionnaire method, which is a data collection technique carried out by giving a set of questions or written statements to respondents to answer (Sugiyono, 2010).

RESULT AND DISCUSSION

The hypothesis testing conducted proves that there is a unidirectional influence between organizational culture and job satisfaction. This shows that the stronger the organizational culture at PT. Ruang Raya Indonesia, the higher the job satisfaction felt by employees. Thus, PT. Ruang Raya Indonesia needs to apply values and regulations that will influence employee behavior that leads to job satisfaction. The most dominating indicator of organizational culture is the feeling of being valued, where this shows that when an employee feels valued in an organization, then at that time the existence of culture is felt by the employee and has an effect on job satisfaction.

Second, the hypothesis testing conducted proves that there is a unidirectional influence between organizational culture and organizational commitment. This shows that the stronger

the organizational culture at PT. Ruang Raya Indonesia, the higher the organizational commitment in employees. Thus, PT. Ruang Raya Indonesia needs to implement values and regulations that will influence employee behavior that leads to the formation of organizational commitment. The most dominating indicator of organizational culture is the feeling of being valued, which shows that when an employee feels valued in an organization, then at that time a high agreement is created between employees about what the organization believes so that an organizational commitment is formed within the employee.

Third, the hypothesis testing conducted proves that there is a unidirectional effect between job satisfaction and organizational commitment. This shows that the higher the job satisfaction felt by the employees of PT. Ruang Raya Indonesia the higher the organizational commitment in employees. Thus, PT. Ruang Raya Indonesia needs to implement policies related to job satisfaction that will affect organizational commitment. The most dominating indicator of job satisfaction is satisfaction with co-workers, which shows that when an employee is satisfied with their co-workers, an organizational commitment will form at that time which makes them want to maintain membership in the organization where they work.

Fourth, the hypothesis testing conducted proves that there is a unidirectional effect between organizational commitment and employee performance. This shows that the higher the organizational commitment in the employees of PT. Ruang Raya Indonesia, the higher the level of employee performance. The most dominating indicator of organizational commitment is the feeling of being part of the organization, where this shows that when an employee feels part of an organization where they work, then at that time they can contribute and play a role in achieving organizational goals that will affect their performance.

Fifth, the hypothesis testing conducted proves that there is a unidirectional influence between organizational culture and employee performance. This shows that the stronger the organizational culture at PT. Ruang Raya Indonesia, the higher the level of employee performance. The most dominating indicator of organizational culture is the feeling of being valued, where this shows that when an employee feels valued in an organization, then at that time the existence of culture is felt by employees and it is expected that their behavior is in accordance with that culture so that later they can improve their performance.

Sixth, the hypothesis testing conducted proves that there is a unidirectional effect between job satisfaction and employee performance. This shows that the higher the job satisfaction felt by the employees of PT. Ruang Raya Indonesia, the higher the level of employee performance. The most dominating indicator of job satisfaction is satisfaction with co-workers, which shows that when an employee is satisfied with their co-workers, then at that time employees see their work as fun and tend to have good performance.

CONCLUSIONS

From some of the studies and discussions mentioned above, we try to conclude several things as follows:

1. The stronger the organizational culture at PT. Ruang Raya Indonesia, the higher the job satisfaction felt by employees
2. The stronger the organizational culture at PT. Ruang Raya Indonesia, the higher the organizational commitment in employees
3. The higher the job satisfaction felt by the employees of PT. Ruang Raya Indonesia the higher the organizational commitment in employees. Thus, PT. Ruang Raya Indonesia needs to implement policies related to job satisfaction that will affect organizational commitment
4. In the next 5 years, the MSME Financial Management Information System is predicted to improve even more. Thus the performance of MSMEs will be further improved.
5. The higher the organizational commitment in the employees of PT. Ruang Raya Indonesia, the higher the level of employee performance

ACKNOWLEDGEMENT

Alhamdulillah, the Study Paper that we compiled can be completed. We say many thanks to the honorable:

1. Dr. (HC) Drs. H. Darsono as Chairman of the Sasmita Jaya Foundation who has helped the community a lot in the field of education so that it can provide affordable education for the community.
2. Dr. H. E. Nurzaman, AM, MM, M.Si as Chancellor of Pamulang University, South Tangerang
3. Dr. Ir. Sarwani, MT, MM as the director and chairman of the Master of Management Study program (MM) of the Pamulang University Postgraduate Program.
4. Dr. Taswanda Taryo, M.Sc as Lecturer of Information Systems Management Course in Pamulang University Postgraduate Program.

REFERENCE

- Anik, Sri dan Ariffudin, 2003, "Analisis Pengaruh Komitmen Organisasi dan Keterlibatan Kerja terhadap Hubungan antara Etika Kerja Islam dengan Sikap Perubahan Organisasi", *JAAI*, 7(2): 159-182.
- Aydin, Bulent dan Adnan Ceylan, 2009, *The Role of Organizational Culture on Effectiveness*, *Ekonomika A Management*, 3: 33-49.
- Harras, H., Sugiarti, E., & Wahyudi, W. (2020). *Kajian Manajemen Sumber Daya Manusia Untuk Mahasiswa*.
- Lesmana, R., Sunardi, N., & Kartono. The Effect of Financing and Online Marketing on MSMEs Income Increasing at Intermoda Modern Market BSD City Tangerang Selatan. *American Journal of Humanities and Social Sciences Research (AJHSSR)*, 5(7), 25-34
- Lesmana, R., Sutarman, A., & Sunardi, N. Building A Customer Loyalty Through Service Quality Mediated by Customer Satisfaction. *American Journal of Humanities and Social Sciences Research (AJHSSR)*, 5(3), 38-45
- Nurjanah, 2008, *Pengaruh Gaya Kepemimpinan dan Budaya Organisasi terhadap Komitmen Organisasi dalam Meningkatkan Kinerja Karyawan (Studi pada Biro Lingkup Departemen Pertanian)*, Tesis Program Pasca Sarjana Magister Manajemen Universitas Diponegoro.
- Nurtjahjani, Fullchis dan Masreviastuti, 2007, "Analisa Pengaruh Budaya Organisasi terhadap Kepuasan Kerja dan Pengaruhnya pada Kinerja Karyawan", *Arthavidya*, 8(1): 155-162.
- Ojo, Olu, 2009, *Impact Assessment of Corporate Culture on Employee Job Performance*, *Business Intelligence Journal*, 2(2): 388-397.
- Praptadi, Thomas, 2009, *Analisis Pengaruh Budaya Organisasi dan Pemberdayaan terhadap Komitmen Organisasional dalam Meningkatkan Kinerja Pegawai (Studi pada Pegawai Account Representative di Kantor Pelayanan Pajak (KPP) Pratama Kota Semarang)*, Tesis Program Pasca Sarjana Magister Manajemen Universitas Diponegoro.
- Soedjono, 2005, *Pengaruh Budaya Organisasi Terhadap Kinerja Organisasi dan Kepuasan Kerja Karyawan pada Terminal Penumpang Umum di Surabaya*, *Jurnal Manajemen dan Kewirausahaan*, 7(1): 22-47.

- Sugiyono, 2010, Metode Penelitian Bisnis: Pendekatan Kuantitatif, Kualitatif, dan R&D, Bandung: Alfabeta. Vol. 19 No. 2 Jurnal Bisnis dan Ekonomi 183
- Sunardi, N., & Lesmana, R. (2020). Konsep Icepower (Wiramadu) sebagai Solusi Wirausaha menuju Desa Sejahtera Mandiri (DMS) pada Masa Pandemi Covid-19. *JIMF (Jurnal Ilmiah Manajemen Forkamma)*, 4(1).
- Wahyu, W., & Salam, R. (2020). KOMITMEN ORGANISASI (Kajian: Manajemen Sumber Daya Manusia).
- Wahyudi, W. (2020). KINERJA DOSEN: KONTRIBUSINYA TERHADAP AKREDITASI PERGURUAN TINGGI. *SCIENTIFIC JOURNAL OF REFLECTION: Economic, Accounting, Management and Business*, 3(4), 401-410.
- Wahyudi, W. (2021). KETIDAKPUASAN DOSEN ATAS KEPEMIMPINAN KETUA PROGRAM STUDI. *SCIENTIFIC JOURNAL OF REFLECTION: Economic, Accounting, Management and Business*, 4(4), 859-868.
- Wibowo, Felicia Dewi, 2006, Analisis Pengaruh Peran Kepemimpinan dan Pengembangan Karir terhadap Komitmen Organisasi dalam Meningkatkan Kinerja Karyawan (Studi Kasus PT. Bank Maspion Indonesia Cabang Semarang), Tesis Program Pasca Sarjana Magister Manajemen Universitas Diponegoro.
- Widodo, Untung, 2006, Analisis Pengaruh Gaya Kepemimpinan dan Kepuasan Kerja terhadap Kinerja Bawahan (Studi Empiris pada Perguruan Tinggi Swasta di Kota Semarang), Fokus Ekonomi, 1(2): 92-108.
- Yiing, Lee Huey dan Kamarul Zaman Bin Ahmad, 2009, The Moderating Effects of Organizational Culture on the Relationships between Leadership Behaviour and Organizational Commitment and between Organizational Commitment and Job Satisfaction, and Performance, Leadership and Organization Development Journal, 30(1): 53-86.
- Yousef, Darwish A., 2002, Job Satisfaction as a Mediator of the Relationship between Role Stressors and Organizational Commitment: A Study from an Arabic Cultural Perspective, Journal of Managerial Psychology, 17(4): 250-266.
- Zain, Zahariah Mohd, Razanita Ishak, dan Erlane K. Ghani, 2009, The Influence of Corporate Culture on Organisational Commitment: A Study on a Malaysian Listed Company, European Journal of Economics, Finance and Administrative Sciences, 17: 16-26.