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The role of organizational culture and work discipline on job performance mediated job satisfaction

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Abstract : The research aims to find out the correlation between organizational culture and work discipline to work performance that is mediated by employee job satisfaction. The number of research samples as many as 50 respondents from the general section of the Malang regional secretariat. The technique of taking data using questionnaires. Analysis technique using path analysis. The result of research stated that job satisfaction becomes mediator for organizational culture and work discipline to improve employee performance. The dominant indicators of job performance are timeliness and work can be completed faster than the deadline. The dominant job satisfaction indicator is employee responsive attitude toward work. The dominant organizational culture indicator of employee aggressiveness is indicated by the hard work done by the employees. The dominant work discipline is orderly on the rules, following the terms of work, compliance with applicable regulations.

Introduction

Human resources are one of the key factors for building a competitive advantage for the organization (Prawirosentono, 1999). Employee performance can decrease if the organization does not pay attention to psychological and social factors. Organizations are interactions between humans that are developed to achieve certain goals through a series of rules. ("The Secretary of State Republik Indonesia Law of Republik Indonesia No. 43/1999,") on the Principles of Personnel, Article 12 (2) that in the development of professional, responsible, honest and fair civil servants are required. Therefore, civil servants should be responsive to change, creative, professional, and have a high commitment to their work and attitudes oriented toward vision in accordance with organizational culture. Robbins (2003) states that organizational culture is needed to encourage employees to innovate and take risks carefully to achieve an organizational goal. Organizational culture can affect employee performance because it helps employees behave to solve problems and as a hint of what employees can and should not do.

It further explained that organizational culture plays a role in defining the boundaries of differences in organization, organizational identity, and increasing one's commitment to the organization, as well as consolidating the social system, so as to shape attitudes and behavior of employees. In addition, organizational culture can increase innovation, risk taking, and give more detailed attention and orientation to results. Research Yunikewaty (2012) states that organizational culture affect the employee performance at the Oil Palm Company in Gunung Mas regency of

Central Kalimantan. Organizational culture is important because it can improve work performance to achieve organizational goals.

Discipline is a procedure for correcting or punishing employees who violate rules or procedures. Discipline is a form of employee self-control related to the implementation of a regular job and shows the level of earnestness of work teams within an organization. Undisciplined action requires sanctions, punishments for those who violate them. Effective disciplinary action centers on the wrong employee behavior. Job satisfaction is individual because each individual has a different level of satisfaction in accordance with the value system that applies to employee. Simamora (1997) states that job satisfaction is closely related to the attitude of employees to their work, work situation and cooperation between leaders with fellow employees. Luthans and Peterson (2002) states that satisfaction is an emotional response to a work situation. Satisfaction is achieved if the work situation is in line with expectations and reflects some work discipline attitudes. Wexley and Yukl (1997) job characteristics of the main factors consistently affect job satisfaction.

There are several dimensions of satisfaction so that the implication of the effectiveness of leaders is needed to understand job satisfaction with employee performance, ie communication process influence the behavior and performance of followers, focusing on the achievement of goals, both individual, group and organizational goals to achieve satisfaction within the organization. Yukl (2002) which states that a person who gets a trust has a great influence on employee satisfaction and performance. Based on the description above it can be formulated some problems as follows: a. What is the influence of organizational culture and work discipline on employee job satisfaction? b. What is the influence of organizational culture and work discipline on employee performance? c. How is the effect of satisfaction on employee performance? d. How is the influence of organizational culture and work discipline on employee performance through job satisfaction?

The achievement of the work of government employees has been regulated in "The Secretary of State Republik Indonesia Law of Republik Indonesia No. 43/1999") on the Principles of Personnel, Article 12 (2) stating that to realize the implementation of government and development duties required professional, responsible, honest and fair employees through the development of work performance system and career system in the employee performance appraisal. Article 20 shall be declared to ensure the objectivity of appointment and promotion of performance appraisal. Thus employee performance appraisal is conducted to evaluate work, giving consideration to interested officials.

Performance appraisal as the basis of consideration in HR planning policy as well as employee job design activities. Employees are assets that play an important role in achieving the goals of the organization, must be managed well, as a consideration of career development and the development of skills and employee skills related to career patterns and training programs within the organization. Syauta, Troena, Margono, and Solimun (2012) describes the overall commitment of the organization, employee job satisfaction on the performance of employees directly or indirectly have a significant effect. Organizational culture and organizational commitment to satisfaction both directly and indirectly have a significant effect. Setyaningdyah, Nimran, Kertahadi, and Thoyib (2013) proves that organizational commitment directly affects employee performance, satisfaction and work discipline. The role of work discipline effectively indirectly affect the performance of employees through the competence of human resources as a mediation, the rest of the direct effect more effective.

Methods

The research population is 50 employees in the General Secretariat Division of Malang City Government which is divided into 3 sub-sectors, namely administration, employee and household.

Includes saturated sampling, as all employees are research samples. Type of explanatory research, to explain the causality relationship between exogenous variables to endogenous variables. Technique used to retrieve data through questionnaire, with measuring tool using likert scale interval 1 to 5. Statistical test hypothesis test using path analysis. The path equation model is:

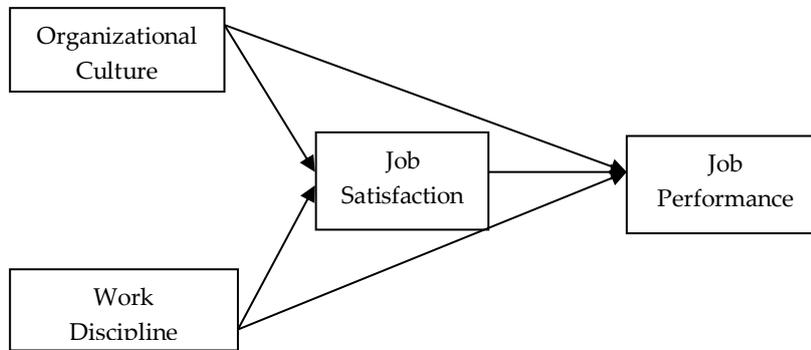


Figure 1. Design Research

Result and Discussion

Descriptive analysis

Characteristics of respondents most men with dominant education age between 35-40 years with undergraduate education level. Respondents' perceptions of work performance are dominantly reflected by quality by working on time, even faster than the deadline, where respondents' perceptions of 42 people (90.04%) agree and strongly agree. Work performance is shaped by the quality, quantity and timeliness of categories agreed and dominantly portrayed by timeliness with work being completed faster than the deadline. Respondents' perceptions of job satisfaction dominantly formed through external indicators, with employee responsive attitude of 40 people (80.0%) agree and strongly agree. So agree if employee satisfaction formed by internal factors, external, and individual own and the dominant is external factor with attitude responsive employees to work

Perceptions of respondents to the culture of the organization is more formed through indicators of aggressiveness with hard work of employees. This is evidenced by the highest perception of respondents, 44 people (88.00%) agree and strongly agree. So the tendency to agree if the dominant organizational culture is shaped by innovation and risk taking, detailed orientation, result orientation, team orientation, steadiness, aggressiveness and task orientation with the highest culture are hard work. Respondents' perceptions of dominant work discipline through regulatory indicators of rules, following the terms of work, and obeying the prevailing regulations received the highest response, ie 42 people (84.0%) agreed and strongly agreed. So the category agrees if the discipline of work is shaped by the discipline of time, orderly rules, discipline of orders and business cooperation by following the provisions of work and obey the highest regulations.

The influence of organizational culture and work discipline on job satisfaction

Table 1. Hypothesis Test Results

Dependent		Independent	Estimate	C.R.	P
Job Satisfaction	←---	Organizational Culture	0,31	3,84	0,03
Job Satisfaction	←---	Work Discipline	0,57	5,38	0,00

Source : Primary data, 2017

The first hypothesis test, organizational culture and work discipline on employee job satisfaction obtained critical ratio value 3,84 with p value 0,03 and work discipline obtained value critical ratio 5,38 with value p 0,00. As for the requirements of acceptance of hypothesis, when the critical ratio value is greater than the value of 2.00 followed by the value of p 0.00. Means the variable of organizational culture to job satisfaction and work discipline to job satisfaction have significant effect proved to fulfill the requirement of acceptance of hypothesis. Based on the results of the analysis, the first hypothesis that the organizational culture and work discipline significantly affect employee job satisfaction proven tested.

The influence of organizational culture and work discipline on job performance

Table 2. Hypothesis Test Results

Dependent	Independent	Estimate	C.R.	P
Job performance	←--- Organizational Culture	0,61	4,82	0,00
Job performance	←--- Work Discipline	0,31	2,57	0,00

Source : Primary data, 2017

The second hypothesis test, organizational culture and work discipline on employee performance was obtained by the critical ratio of 4.82 with p value of 0,00 and work discipline obtained by the critical ratio value 2.57 with p value 0,00. As for the requirements of acceptance of hypothesis, when the critical ratio value is greater than the value of 2.00 followed by the value of p 0.00. Means that the organizational culture variables on job performance and work discipline on job performance have significantly influenced proven to meet the acceptance requirements of the hypothesis. Based on the results of the analysis, then the second hypothesis that the organizational culture and work discipline significantly affect employee performance proven tested.

The influence of job satisfaction on job performance

Table 3. Hypothesis Test Results

Dependent	Independent	Estimate	C.R.	P
Job Performance	←--- Job satisfaction	0,51	3,46	0,00

Source : Primary data, 2017

The third hypothesis test, job satisfaction on employee performance is obtained by the critical ratio of 3.46 with p value 0,00. As for the requirements of acceptance of hypothesis, when the critical ratio value is greater than the value of 2.00 followed by the value of p 0.00. Means that the variable of job satisfaction on job performance has significant effect proven to fulfill the acceptance requirement of hypothesis. Based on the results of the analysis, then the third hypothesis that the employee job satisfaction significantly affect employee performance proven tested.

The influence of organizational culture, work discipline on work achievement through job satisfaction

Fourth hypothesis, based on table 4 test results direct influence and total influence, the total influence of work culture significantly influence employee performance of 0.770 through job satisfaction of 0.510. Based on the results of the analysis, the total influence is greater than the direct influence of the hypothesis that the organizational culture has a significant effect on employee performance through job satisfaction proven tested, it means that the work culture effectively affect employee performance through employee job satisfaction.

Table 4. Test Results Direct Effect and Total Influence

Variable	Organization Culture	Work Discipline	Job Satisfaction
Standardized Direct Effects			
Job Performance	0,610	0,310	0,510
Standardized Total Effects			
Job Performance	0,770	0,600	0,510

Source : Primary data, 2017

The total influence of work discipline has a significant effect on employee performance of 0.600 through job satisfaction of 0,510. Based on the results of the analysis, the total influence is greater than the direct influence of the hypothesis which states the discipline of work has a significant effect on employee performance through job satisfaction is proven, this means that the work discipline effectively affect employee performance through employee job satisfaction.

The influence of organizational culture and work discipline on job satisfaction

The finding of this study indicate that there is influence between organizational culture and work discipline on employee job satisfaction. Someone works not only to meet the needs but to get satisfaction. Simamora (1997) expressed satisfaction is closely related to the attitude of employees to their own work, work situation, cooperation between leaders with fellow employees. Employees who do not get job satisfaction find it difficult to achieve psychological maturity that will lead to frustration. Employees who get job satisfaction, the record of attendance, work discipline and work turnover is better, which implies on better job performance (Handoko, 2000). This study reinforces the social exchange theory of social exchange Blau (1964) that organizational culture and work discipline will be achieved if there has been a match between the desire of members with organizational expectations that affect the job satisfaction. Leaders have a big role and influence in upholding employee discipline.

The influence of organizational culture and work discipline on job performance

The results showed that there is a positive and significant influence between organizational culture and work discipline on job performance. Research conducted by Basrie (2008) in PT Pertamina (Persero) of Processing Unit V Balikpapan stated that the effective organization of organizational culture improves the achievement of the organization. The same study conducted by Yunikewaty (2012) states that organizational culture has a positive effect on employee achievement in Oil Palm Company in Gunung Mas Regency, Central Kalimantan. Work discipline variables related to regularity and timely in work, dressed neatly in accordance with the field of work, quality of work meet the predetermined standards, can solve in good spirits, and follow the way work that has been determined by the organization or company. Employee discipline is a form of training that seeks to improve and shape the knowledge, attitudes and behaviors of employees so that employees volunteer to work with other employees to improve work performance. This finding supports research conducted by Syauta et al. (2012) and Setyaningdyah et al. (2013)

The Influence Employee job satisfaction on employee performance

The finding of this study indicate that there is a positive and significant influence between organizational culture and work discipline on job performance. Basrie's research (2008) in PT Pertamina (Persero) of Processing Unit V Balikpapan states that effective organization of organizational culture improves organizational achievement. The same study conducted by Yunikewaty (2012) that organizational culture has a positive effect on employee achievement in Oil

Palm Company in Gunung Mas Regency, Central Kalimantan. Work discipline variables related to regularity and timely in work, dressed neatly in accordance with the field of work, quality of work meet the predetermined standards, can solve in good spirits, and follow the way work that has been determined by the organization or company. Employee discipline is a form of training that seeks to improve and shape the knowledge, attitudes and behaviors of employees so that employees volunteer to work with other employees to improve work performance. This finding supports research conducted by (Setyaningdyah et al., 2013; Syauta et al., 2012)

The influence of organizational culture, work discipline and job satisfaction on job performance

The finding of this study indicate that there is a positive and significant influence between organizational culture, work discipline and job satisfaction. According Sedarmayanti (2001) that human behavior in an organization underlies the assessment of work performance. Everyone wants to have the opportunity to develop work ability to the maximum level. Everyone wants to get an award in performing the task and want to know the career to be achieved if able to perform the task well. Everyone wants to get an objective treatment on the basis of work performance. Everyone is willing to accept greater responsibilities. Djameludin (2008) Syauta et al. (2012) indicates that organizational culture, organizational commitment has a positive effect on employee achievement in East Halmahera District Government and Jayapura City Government.

Conslusion

Job satisfaction occurs if there is organizational culture and work discipline in the Malang regional secretariat. The organizational culture that is described as dominant by aggressiveness is demonstrated by the hard work done by the employees. The Work Discipline is described as dominant by the orderly rules, following the terms of employment, compliance with applicable regulations. This gives the meaning that Organizational Culture and Work Discipline built is a factor that encourages increased employee job satisfaction.

Employee achievement occurs when there is organizational culture and work discipline in the Regional Secretariat of Malang. The organizational culture that is described as dominant by aggressiveness is demonstrated by the hard work done by the employees. Work discipline is described as dominant by the orderly regulations, by following the terms of work, compliance with applicable regulations. This contributes that organizational culture and work discipline is a driving factor in improving employee performance.

Employee performance occurs when there is job satisfaction in Malang City Regional Secretariat. Dominant job satisfaction is established through external indicators, with employee responsive attitudes toward work. It contributes that job satisfaction is a driving factor in improving employee performance. Job satisfaction mediates the organizational culture and work discipline to lead to better employee performance. The role of job satisfaction is an important factor for the organizational culture depicted primarily by employee aggression, and the work discipline depicted by orderly rules. Job satisfaction is described by external role with employee responsive attitude toward work

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