Organizational Culture, Organizational Commitment And Job Satisfaction In Hospital Employees In West Sulawesi

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ABSTRACT

The background of this research is the facts at that the last decade has been so many literature and research about job satisfaction. Eventually organizational culture, and organizational commitment has the most important role in creating a job satisfaction in the Swasta hospital at Provinsi Sulawesi Barat. The design of this research applies descriptive research and correlation research with organizational culture as independent variables and organizational commitment and job satisfaction as dependent variables. The primary data is taken from respondents which are employees of the Swasta hospital at Provinsi Sulawesi Barat. As conclusion, the are has influence positive and significance of organizational culture toward organizational commitment, the are has influence positive and significance of organizational culture toward job satisfaction, the are has influence positive and significance of organizational commitment toward job satisfaction, the are has influence positive and significance of organizational culture toward job satisfaction with organizational commitment as mediating variable.

Keyword: Organizational culture; organizational commitment; and job satisfaction
INTRODUCTION

The most important component holder in a company is the employee because the employee has a very important role to achieve the vision and mission of the company (Ramli, 2010; Ramli, 2012a, Mariam 2016). A clear and directed vision will be able to focus the organization in achieving existing goals (Carnegie, 2015, Ramli, 2013; Mariam & Ramli, 2017). The higher the level of employee performance, the better the level of achievement of the vision and mission that the employee can produce (Astianto & Suprihhadi, 2015; Puteri & Ramli, 2017). Thus, if employees who act as human resources in a company can work well, the company’s performance will be able to run efficiently and effectively (Ramli & Sjahruddin, 2015; Ramli, 2012b). Therefore, companies should be able to know how to improve the quality of human resources that already exist in the company.

Human Resource Management (HR) is a crucial internal factor in a company. HR has a very important role to increase company productivity (Ramli & Maniagasi, 2018, Ramli, 2017b). Advances in existing technology will not develop without the support of competent human resources and have good skills. According to research conducted by Rizwan et al, (2017), there are several important components that can be managed by companies in order to achieve the existing vision and mission, such as the application of ethical leadership, the application of good culture, strong organizational commitment and good job satisfaction felt by employees who work in the company (Ramli, 2012b; Ramli, 2017a).

Job satisfaction is a positive or negative feeling felt by employees that will have an impact on the work for which they are responsible (Schultz & Schultz, 2010; Ramli, 2016a; Ramli, 2016b). Job satisfaction is a feeling that comes from employee evaluation of all aspects of their work (Robbins & Judge, 2014). It can be said, that job satisfaction is a feeling felt by employees of all aspects of their work, the better the level of employee job satisfaction, the better the employee's feelings about the work he is doing (Ramli, 2018).

Based on research conducted by Khan et al, (2017), the more satisfied an employee is with all aspects of his work, the better the commitment the employee has, This can be interpreted that one of the triggers for creating good satisfaction in employees because there is a good commitment created in the employee.
High commitment can be created due to strong emotional ties between employees and the company, this can be triggered by the application of good culture within the company (Ramli & Yudhistira, 2018). This is supported by research conducted by Made & Wayan, (2017) saying, the better the application of organizational culture in a company, the better the commitment that is owned by each individual in the company. For the achievement of the goals owned by the company, the leader has an equally important role because a leader will be a role model and driving force in directing and guiding employees to achieve the goals of the company. A good leader who can apply ethical leadership is a leader who is able to be fair, communicate in two directions, and be able to make decisions by considering the opinions of his subordinates. The better the application, the better the level of organizational commitment and job satisfaction felt by employees (Celik, et al., 2015). This is supported by research conducted by Rizwan, et al. (2017), who said that there are several main variables that can increase job satisfaction felt by employees within the company, namely, organizational culture, organizational commitment.

The author wants to see the interrelation of organizational culture variables, organizational commitment to employees who work at the West Sulawesi Province Private Hospital. The results of this study will be compared with one another, the extent to which organizational culture influences the commitment and job satisfaction of employees who work in the Private Hospital of West Sulawesi Province.

**LITERATURE REVIEW**

**Job satisfaction**

According to Rivai, et al. (2015), job satisfaction explains the feelings of pleasure and displeasure felt by employees, these feelings are the result of evaluating all aspects of their work. Job satisfaction is how employees’ attitudes and feelings about the work they do are shown by their attitude towards their work (Robbins & Judge, 2006). According to Howell and Dipboye (in Munandar, 2008) job satisfaction is the emotional state employees feel about their work and considers what they get and what they expect from the job. Thus it can be concluded that job satisfaction is a feeling felt by employees about their work that comes from all aspects that can affect, then these feelings will have an impact on employee attitudes in carrying out their work.
Organizational Commitment

According to Robbins, (2001), organizational commitment is the level of loyalty an employee has to side with the organization and intends to remain a part of it. Organizational commitment can be interpreted as a manifestation of the willingness of members to remain attached to the organization, this can be demonstrated by the efforts made by employees to achieve the vision and mission owned by the organization (Wayan, 2015). According to Triatna, (2015), organizational commitment is where members remain part of the organization, are willing to do the best for the organization, and maintain the good name of the organization in which it belongs.

Thus it can be concluded that organizational commitment is the attitude of interest felt by each member of the values and goals possessed by the organization. This attitude can be demonstrated by a strong desire to stay afloat within the organization, be willing, and willing to accept all forms of regulations that have been set, and want to strive for the achievement of the goals held by the organization.

Organizational culture

According to Robbins, (2006), is a collection of hopes, experiences, and values expressed in the self-image of members in an organization. Organizational culture is a characteristic that distinguishes an organization from other organizations that are shared by each member of the organization and can be a trigger for members to perform more optimally (Wayan, 2015). Organizational culture is the basic pattern that becomes the basic philosophy of an organization that contains values and norms that are believed together and is made a basic characteristic in completing the responsibilities held by each member in the organization (Wibowo, 2016).

Thus it can be concluded that organizational culture is a combination of assumptions, norms, and values that are always passed on and then made into a characteristic that will be the differentiator of an organization. Organizational culture can be a guide for the behavior of each member of the organization and is used to solve various problems that exist in the organization, so that the organization can achieve excellence when compared with other organizations.
Hypothesis

Research conducted by Rizwan, et al., (2017) says that there is a positive and significant influence between organizational culture on job satisfaction felt by employees who work in the field of Education in Pakistan. Based on previous research, the following hypotheses can be determined:

**H1**: There is a positive and significant influence on organizational culture organizational commitment.

Many previous studies have discussed the impact of organizational culture on job satisfaction felt by members in an organization. Research conducted by Chipunza & Malo, (2017), says that organizational culture has a positive and significant influence on job satisfaction of employees working at the University of Technology of South Africa. Organizational culture has a positive and significant influence on job satisfaction of employees working in Bangladesh (Ahmed & Mahmood, 2015). Organizational culture has a positive and significant influence on job satisfaction felt by employees in the company (Kala Lembang, et al., 2015). Based on previous research, the following hypotheses can be determined:

**H2**: There is a positive and significant influence of organizational culture on job satisfaction.

Many previous studies that have discussed the impact of organizational commitment have job satisfaction felt by employees. Research conducted by Khan, (2017), said that there is a positive and significant influence between organizational commitment to job satisfaction felt by employees working at SMEs in Karachi, organizational commitment has a positive and significant effect on employee job satisfaction felt by employees working in Malaysia (Omar & Ahmad, 2014). Based on previous research, the following hypotheses can be determined:

**H3**: There is a positive and significant influence on organizational commitment job satisfaction.

Research conducted by Made & Wayan, (2017) says that there is a positive and significant influence between organizational culture on job satisfaction felt by employees mediated
by the organizational commitment of workers who work at Asana Agung Putra Bali Hotel.

Based on previous research, the following hypotheses can be determined:

**H4:** There is a positive and significant influence of organizational culture on job satisfaction mediated by organizational commitment.

**RESEARCH METHODS**

The method in this study is a cross-sectional method, a method that will be carried out at the time specified by the researcher. The use of cross-sectional methods can be done by observing one point of phenomenon at a time determined by the researcher. All employees who work at the West Sulawesi Province Private Hospital are not known with certainty the number that will be the population in this study. So based on the calculation of the rule of thumb sample in Structural Equation Modeling (SEM) (Hair, 2006), sample measurements are determined based on a minimum ratio of 5 respondents for each 1 indicator. So this study has 17 indicator questions, with a minimum sample size of 17 x 5 or a minimum of 85 respondents. In this study, there were 180 respondents, so that they had exceeded the minimum 85 employees.

**Data analysis method**

**Validity test**

Validity test is carried out aiming to determine the relevance and validity of each question item raised. The validity test tool done by SPSS software can be seen based on the values contained in the corrected item total correlation column where the benchmark for assessing valid items is ≥ 0.20 Nisfiannoor (2013). If all variables have been tested for validity and all indicators on the questionnaire are declared valid, then the data processor can proceed to the next stage.

**Table 1:** Results of Organizational Culture Validity Test

<table>
<thead>
<tr>
<th>No</th>
<th>Question Variables and Indicators</th>
<th>Corrected Item Total Correlation</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>My organization is a very comfortable place, like a big family where everyone in each other is open to each other.</td>
<td>0.472</td>
<td>Valid</td>
</tr>
</tbody>
</table>
My organization is a very formal and structured place, built around rules that are generally built on what employees have to do.

The leader in my organization is considered to have an attitude that can guide, be firm and be like a parent figure.

The leader in my organization is considered to have an attitude that can be a regulator and caretaker.

The union of my organization is loyalty and tradition customs, high commitment attitude found in the organization.

The unification of my organization is the official rules and policies to regulate the smooth running of the organization.

The organization emphasizes the development of resources human power by emphasizing close relations between employees and good morals.

The organization emphasizes stability and stability with an emphasis on operational efficiency and smoothness.

Based on table 1, it can be seen that all indicators in the organizational dimension show the Corrected Item Total Correlation value ≥ 0.40, which means all items can be declared valid and can be used in further research.

<table>
<thead>
<tr>
<th>No</th>
<th>Question Variables and Indicators</th>
<th>Corrected Item Total Correlation</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>I would feel very happy to spend the rest of my career in this organization.</td>
<td>0.498</td>
<td>Valid</td>
</tr>
<tr>
<td>2</td>
<td>I really feel that organizational problems are also my own.</td>
<td>0.512</td>
<td>Valid</td>
</tr>
<tr>
<td>3</td>
<td>It is very difficult for me to leave the organization at this time, even if I want to.</td>
<td>0.592</td>
<td>Valid</td>
</tr>
<tr>
<td>4</td>
<td>One of the biggest reasons why I decided to continue working at this organization is that leaving the organization would require a large amount of self-sacrifice (other organizations may not have in common with all the benefits that I can here).</td>
<td>0.553</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>Although it benefits me, I feel it’s not the right thing to do leaving the</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Based on table 2 it can be seen that all indicators on the dimensions of the Organizational Commitment show the value of Corrected Item Total Correlation $\geq 0.40$ which means all items in question can be declared valid and can be used in further research.

**, Table 3:** Job Satisfaction Test Validity Results

<table>
<thead>
<tr>
<th>No</th>
<th>Question Variables and Indicators</th>
<th>Corrected Item Total Correlation</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>I feel quite satisfied with my current job.</td>
<td>0.596</td>
<td>Valid</td>
</tr>
<tr>
<td>2</td>
<td>Every day I feel enthusiastic about my work.</td>
<td>0.452</td>
<td>Valid</td>
</tr>
<tr>
<td>3</td>
<td>I find comfort in my workplace.</td>
<td>0.581</td>
<td>Valid</td>
</tr>
</tbody>
</table>

Based on table 3, it can be seen that all indicators on the Job Satisfaction dimension show the value of Corrected Item Total Correlation $\geq 0.40$ which means all items in question can be declared valid and can be used in further research.

**Reliability Test**

The reliability test conducted in this study aims to measure the consistency and accuracy and construct of the questions on the research questionnaire. A question construct is considered reliable, consistent, and relevant when the Cronbach's Alpha value shown in the data processing results is $\geq 0.60$ (Now). The following are the results of the validity and reliability test:

**, Table 4:** Reliability Test Results

<table>
<thead>
<tr>
<th>No</th>
<th>Variable</th>
<th>Cronbach's $\alpha$</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Organizational Culture</td>
<td>0.787</td>
<td>Reliable</td>
</tr>
<tr>
<td>2</td>
<td>Organizational Commitment</td>
<td>0.781</td>
<td>Reliable</td>
</tr>
<tr>
<td>3</td>
<td>Job Satisfaction</td>
<td>0.720</td>
<td>Reliable</td>
</tr>
</tbody>
</table>
RESEARCH RESULTS AND DISCUSSION

Hypothesis Testing

Hypothesis 1
This hypothesis examines whether there is a positive and significant influence between organizational culture on organizational commitment.

**H1: There is a positive and significant effect of organizational culture on organizational commitment.**

Based on the results of data analysis it is known that the value of t statistic = 5.36. Because the results show a significant value, namely t statistic > 1.96, then H1 is accepted, which means there is a positive and significant influence of organizational culture on organizational commitment. Thus the better the application of organizational culture, the higher the organizational commitment of employees in the West Sulawesi Province Private Hospital.

Hypothesis 2
This hypothesis examines whether there is a positive and significant influence between organizational culture on job satisfaction.

**H2: There is a positive and significant influence of organizational culture on job satisfaction.**

Based on the results of data analysis it is known that the value of t statistic = 3.67. Because the results show a significant value, namely t statistic > 1.96, then H2 is accepted, which means that there is a positive and significant influence of organizational culture on job satisfaction. Thus the better the application of organizational culture, the higher the level of job satisfaction felt by employees at the West Sulawesi Province Private Hospital.

Hypothesis 3
This hypothesis tests whether there is a positive and significant effect between organizational commitment on job satisfaction.

**H3: There is a positive and significant effect of organizational commitment on job satisfaction.**

Based on the results of data analysis it is known that the value of t statistic = 5.38. Because the results show a significant value, namely t statistics > 1.96, H3 is accepted which means
there is a positive and significant influence on organizational commitment to job satisfaction. Thus the better organizational commitment employees have, the higher level job satisfaction felt by employees at West Sulawesi Province Private Hospital.

**Hypothesis 4**

This hypothesis tests whether there is a positive and significant influence between organizational culture on job satisfaction through organizational commitment.

**H4:** There is a positive and significant influence of organizational culture on job satisfaction mediated by organizational commitment.

Based on the results of data analysis, it is known that the value of t statistic = 3.80. Because the results show a significant value, namely t statistic > 1.96, H4 is accepted, which means there is a positive and significant influence between organizational culture on job satisfaction through organizational commitment. Thus the better the application of organizational culture, the higher the level of job satisfaction that will be felt by employees at the West Sulawesi Province Private Hospital. In this case the increase in job satisfaction can be helped by organizational commitment of employees as a mediating variable between organizational culture and job satisfaction.

**CONCLUSION**

Based on the results of the analysis and discussion that has been carried out, the following conclusions are obtained: 1) There is a positive and significant influence of organizational culture on organizational commitment of employees of Private Hospitals in West Sulawesi Province. 2) There is a positive and significant influence of organizational culture on job satisfaction of employees of Private Hospitals in West Sulawesi Province. 3) There is a positive and significant effect of organizational commitment on job satisfaction of employees of Private Hospitals in West Sulawesi Province. 4) There is a positive and significant influence of organizational culture on job satisfaction through organizational employees of Private Hospitals in West Sulawesi Province.
REFERENCE


