

The Influence of Organizational Culture and Work Environment on the Performance of Naval Command and Staff Collage (Seskoal) with Job Satisfication

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ABSTRACT

Staff performance is very crucial in the sustainability of the company. Some factors that are thought to strongly influence performance are organizational culture, work environment, and job satisfaction. Thus, the study aimed to analyze the strong influence of organizational culture and work environment on job satisfaction, then to analyze the strong influence of organizational culture and work environment on performance, then analyze the effect of job satisfaction on performance, finally to find out and analyze the indirect effect of organizational culture and work environment towards the performance of Seskoal soldiers through job satisfaction. This research uses quantitative methods with data obtained through questionnaires with Likert scale assessment. With a total of 137 Seskoal soldiers. The analysis results show that organizational culture and work environment with job satisfaction are positively and significantly related, organizational culture and work environment with performance are positively and significantly related, job satisfaction with performance is positively and significantly related, there is a relationship between the influence of organizational culture and performance with mediated by job satisfaction and there is a relationship between the influence of the work environment with performance mediated by job satisfaction.

Keywords: Organizational Culture, Work Environment, Job Satisfaction

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INTRODUCTION

Staff performance is very crucial in the sustainability of the company. That's why, staff performance must be considered so that the company can continue to run by its objectives (Chaudhry, 2017; Pitaloka & Sofia, 2014; Che et al, 2019). Naval Command and Staff Collage (Seskoal) are Educational Institutions that have functions such as reviewing issues of defense and security at sea at strategic levels, operations, and maritime assessments and have the functions of formulating, preparing plans and preparing educational plans and programs that include finance, logistics, and management of education system development and evaluation. So it can be said that the quality of Education in Seskoal is determined by the readiness of staff involved in the Education Process. As the heart of the quality of education and the formation of the soldier's character, it takes great attention to the performance of Seskoal staff.

Performance was influenced by several factors in the company (Belias, 2015: Colquitt, 2013; Naibaho et al., 2015). Based on literature studies and research surveys conducted, obtained several factors that are suspected to strongly influence performance staff namely organizational culture (OC), work environment (WE) and job satisfaction (JS) (Indrasari, 2017; Jayaweera, 2015; Asiedu, 2015).

In line with the opinions of experts, where according to Syahrum et al., (2016), Hardiyono (2017) & Khuzaeni et al., (2013) stated that organizational culture can influence the results of employee performance. Therefore the organization must form a culture that is suitable for its employees. This culture will indirectly regulate all activities and habits in the organization (Alizadeh et al., 2012; Hanafi & Yohana, 2017; Steven, 2016). In addition to organizational culture, companies also need to pay attention to the work environment. Jayaweera (2015) & Salunke (2015) reported that the work environment will affect job satisfaction so that it directly affects employee performance. In his research Pawirosumarto (2017) revealed that job satisfaction can mediate the influence of organizational culture and work environment on performance so that the impact caused becomes greater.

While, this research was more complex than those previous research who studied three aspect namely organizational culture (OC), work environment (WE) and job satisfaction (JS). The researcher aimed to analyze the strong influence of organizational culture (OC) and work environment (WE) on the job satisfaction (JS) of the Seskoal soldiers, then analyze the influence of the OC and WE on the performance of the Seskoal soldiers, then to analyze the strength of the influence of the JS on the Performance of the Seskoal soldiers, finally to find out and analyze the OC and WE on the Performance fo Seskoal soldiers through JS.

METHODS

This research uses quantitative methods. Aims to test the effect of a variable on other variables to explain the relationship and influence between variables. Next, the data were analyzed using the partial least square (PLS) technique using smartpls version 3.9 to test the hypothesis. In detail, the researchers aimed to find out the relationship and the effect of OC and WE on Pf with JS as an intervening variable. Samples taken were from the Navy personnel serving in Seskoal.

The population taken is the total of Seskoal Soldiers totaling 210 people, Seskoal Soldiers consisting of 118 Bintara people, and 92 Private Officers. With samples taken using the Yamene / Slovin formula in (Sugiono, 2018) which has the formula:

$$n = \frac{N}{1 + N(e^2)}$$

Explanation:

n = Amount Sample

N = Amount Population

e = Sample error rate (margin error) 5%

Thus, the number of samples that must be taken:

$$n = \frac{210}{1 + 210(0,0025)}$$

= 137 Responden

RESULT AND DISCUSSION

Characteristics of respondents sorted by gender, age, education level, and service age of the respondents are described as follows:

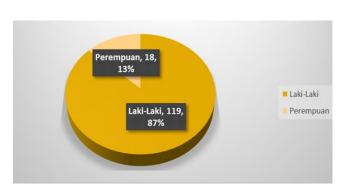


Figure 1. Respondents based on Gender

Figure 2. Respondents by Age

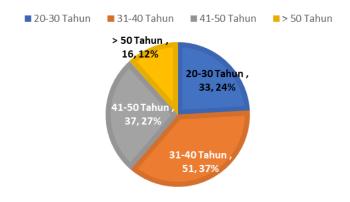
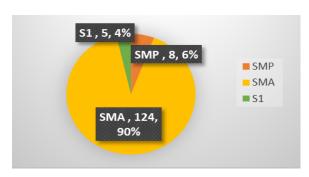


Figure 3. Respondents by Service Age



Instrument Validity and Reliability Test Results

The research questionnaire was distributed to 137 respondents who were all Seskoal soldiers serving in the Seskoal Educational Institute on Jl. Ciledug Ray Kebayoran Lama Cipulir South Jakarta. The questionnaire was first tested with 30

respondents. The validity test used is corrected item-total correlation is processed by the SPSS program. The reliability test will use Cronbach's Alpha reliability test.

Because the trial sample in this study is 30, the value of the R table to be compared with the calculated R-value of each question item should be 0.361, then the question is valid if r count> 0.361. Table 1 is the result of the test:

Table 1. Instrument Validity Test Results

Variable	Indicator	R Count	R Table	Validity
	WE1	0,851	0,361	✓
	WE2	0,918	0,361	✓
	WE3	0,929	0,361	✓
Marada Eurobarana and	WE4	0,903	0,361	✓
	WE5	0,893	0,361	✓
Work Environment	WE6	0,861	0,361	✓
	WE7	0,931	0,361	✓
	WE8	0,930	0,361	✓
	WE9	0,931	0,361	✓
	WE10	0,898	0,361	✓
	OC1	0,914	0,361	✓
	OC2	0,855	0,361	✓
	OC3	0,901	0,361	✓
	OC4	0,889	0,361	✓
	OC5	0,881	0,361	✓
	OC6	0,831	0,361	✓
	OC7	0,908	0,361	✓
Organizational Culture	OC8	0,892	0,361	✓
	OC9	0,858	0,361	✓
	OC10	0,900	0,361	✓
	OC11	0,823	0,361	✓
	OC12	0,899	0,361	✓
	OC13	0,933	0,361	✓
	OC14	0,825	0,361	✓
	JS1	0,853	0,361	✓
	JS2	0,834	0,361	✓
	JS3	0,871	0,361	✓
Job Satisfaction	JS4	0,832	0,361	✓
,	JS5	0,872	0,361	√
	JS6	0,878	0,361	✓
	JS7	0,866	0,361	✓

	JS8	0,881	0,361	✓
	JS9	0,900	0,361	✓
	JS10	0,921	0,361	✓
	Pf1	0,888	0,361	✓
	Pf2	0,775	0,361	✓
	Pf3	0,864	0,361	✓
	Pf4	0,814	0,361	✓
D. C	KK5	0,893	0,361	✓
Performance	Pf6	0,789	0,361	✓
	Pf7	0,775	0,361	✓
	Pf8	0,847	0,361	✓
	Pf9	0,867	0,361	✓
	Pf10	0,870	0,361	✓

Based on the analysis results in Table 1, all question items have an R count> 0.361 so that it is declared valid. Then the instrument reliability test was conducted. In this test, the instrument is said to be reliable if cronbachs alpha> 0.7.

Table 2. The Reliability Test Result

Variable	Cronbachs Alpha	Cut Value	Reability
Work Environment (WE)	0,980	0,7	✓
Organizational Culture (OC)	0,981	0,7	✓
Job Satisfaction (JS)	0,972	0,7	✓
Performance (Pf)	0,964	0,7	✓

From Table 2 it is known that the Cronbachs alpha value of all instruments has> 0.7, indicating that all instruments are quite reliable in measuring the research variables.

PLS analysis

Analysis using the Partial Least Square (PLS) technique is performed to illustrate the estimation results model which can then be used as a reference in conducting hypothesis testing. PLS analysis will begin with the outer model testing phase, testing the goodness of fit model and testing the inner model as follows.

1. Testing the Outer Model

Outer models include testing Convergent Validity, Discriminant Validity and Composite reliability. The indicator is declared valid if the loading factor value> 0.7, AVE> 0.5,> r (where r = correlation coefficient construct with other latent constructs) and the construct is declared reliable if cronbachs alpha> 0.7 and composit reliability> 0.7.

Table 3. Results of Outer Model Testing

Variable	Indicato			Outer Model Testin Descriminant		bility
Variable	r	Valid	_	Validity	Kena	Diffey
	_	Loadin	AV		Cronbach	Composit
		g Factor	E		s Alpha	e
						Reliabilit
	0.61	0.044	0.70	/*****	0.000	y
Organization al Culture	OC1	0,911	0,79	$\sqrt{AVE}=0.889$	0,980	0,981
al Culture	OC10	0,893	1	C 1 .:		
	OC11	0,850		Correlation		
	OC12	0,909		Coefficient (r): 0,810; 0,744;		
	OC13	0,932		0,755		
	OC14	0,843		0,7.00		
	OC2	0,865		$\sqrt{AVE} > r$		
	OC3	0,904				
	OC4	0,891				
	OC5	0,907				
	OC6	0,846				
	OC7	0,913				
	OC8	0,902				
	OC9	0,881				
Performance	Pf1	0,872	0,77	$\sqrt{AVE} = 0.879$	0,967	0,971
	Pf10	0,902	2			
	Pf2	0,836		Correlation		
	Pf3	0,888		Coefficient (r):		
	Pf4	0,889		0,878; 0,705;		
	Pf5	0,913		0,810		
	Pf6	0,852		$\sqrt{AVE} > r$		
	Pf7	0,856		<i>vnvL</i> > r		
	Pf8	0,865				
	Pf9	0,910				
Job	JS1	0,847	0,77	$\sqrt{AVE} = 0.880$	0,968	0,972
Satisfaction	JS10	0,934	5			
	JS2	0,839		Correlation		
	JS3	0,868		Coefficient (r):		
	JS4	0,824		0,638, 0,744, 0,878		
	JS5	0,881		0,070		
	JS6	0,904		$\sqrt{AVE} > r$		
	JS7	0,896				
	JS8	0,891				
	JS9	0,913]			
Work	WE1	0,911	0,83	$\sqrt{AVE} = 0,914$	0,978	0,981
Environment	WE10	0,911	5			
	WE2	0,909		Correlation		

WE3	0,938		Coefficient (r):	
WE4	0,916		0,705; 0,757;	
WE5	0,897	0	0,638	
WE6	0,878	99	[ATTE	
WE7	0,930	V	$\sqrt{AVE} > r$	
WE8	0,915			
WE9	0,929			

Table 3 shows that all indicators are valid and all constructs are reliable so that the analysis phase can be continued at the inner testing stage of the PLS model.

2. Testing the Inner Model

Inner model includes the test of the significance of direct effects, testing the indirect effects, and measurement of the effect of each exogenous variable on endogenous variables. The research hypothesis is a 2-way hypothesis, if Ho is rejected then it is concluded that the exogenous variable significantly influences the endogenous variable if the value of P value <0.05 and t arithmetic> 1.96, whereas if not, then Ho is not rejected so it is concluded that the exogenous variable does not affect on endogenous variables.

Table 4. Inner Model Test Results

Direct Effect						
	Original Sample (O)	Sample Mean (M)	Standard Deviation	T Statistics (O/STDEV)	P Values	
OC -> Pf	0,281	0,283	0,054	5,243	0,000	
OC -> JS	0,611	0,611	0,063	9,651	0,000	
JS -> Pf	0,599	0,595	0,052	11,508	0,000	
WE -> Pf	0,111	0,111	0,043	2,597	0,010	
WE -> JS	0,175	0,174	0,070	2,486	0,013	
Indirect Effect						
	Original Sample (O)	Sample Mean (M)	Standard Deviation	T Statistics (O/STDEV)	P Values	
OC -> JS -> Pf	0,366	0,364	0,051	7,243	0,000	
WE -> JS -> Pf	0,105	0,103	0,042	2,504	0,013	
Goodness of fit						
SRMR saturated model = 0,077, SRMR estimated model = 0,077 (perfect fit model)						

Table 4 shows the results of testing the influence and indirect effects of OC and WE variables on Pf mediated by JS. SRMR models both saturated models and estimated models of 0.77 which is still below 0.08. So it was concluded that the PLS inner model is in the perfect fit criteria so that it is feasible to use to test the hypothesis in this study. Thus, the estimation results of the model to test the hypothesis are illustrated in Figure 4

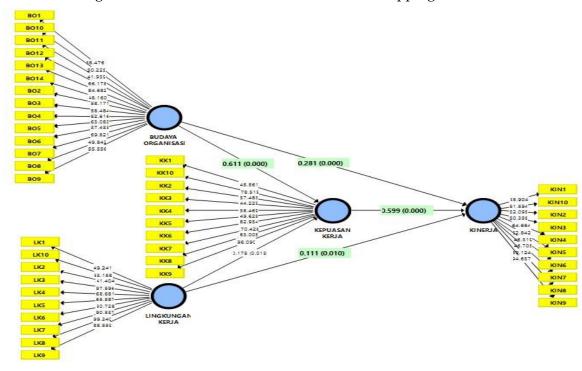


Figure 4. Full Estimation Results of PLS Bootstrapping Models

From Figure 4, it is known that all paths have a p value <0.05. The significance test of direct effect and indirect effect in Figure 5 is more clearly explained in Table 4 and Table 6:

Table 5. Test Results of Direct Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
OC-> Pf	0,281	0,283	0,054	5,243	0,000
OC-> JS	0,611	0,611	0,063	9,651	0,000
JS-> Pf	0,599	0,595	0,052	11,508	0,000
WE-> Pf	0,111	0,111	0,043	2,597	0,010
WE-> JS	0,175	0,174	0,070	2,486	0,013

Table 6. Test Results for Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
OC -> JS -> Pf	0,366	0,364	0,051	7,243	0,000
WE -> JS -> Pf	0,105	0,103	0,042	2,504	0,013

Explanation

OC = Organizational Culture

WE = Work Environment

Pf = Performance

JS = Job Satisfaction

Hypothesis Testing Results

Hypothesis testing based on the results of the PLS analysis can be seen in the following Table 7.

Table 7. Summary of Hypothesis Testing Results

No	Hypothesis	p value/T	Conclusion
		statistics	
1	OC significant effect on JS (X1 with Y)	0,000 / 9,651	Accept
2	WE significant effect on JS (X2 with Y)	0,013 / 2,468	Accept
3	OC significant effect on Pf (X1 with Z)	0,000 / 5,423	Accept
4	WE significant effect on Pf (X2 with Z)	0,010 / 2,597	Accept
5	JS significant effect on Pf (Y dengan Z)	0,000 /	Accept
		11,508	
6	OC significant effect on Pf with	0,000 / 7,243	Accept
	mediated by JS (X1 with Z with Y)		
7	WE significant effect on Pf with	0,013 / 2,504	Accept
	mediated by JS (X2 with Z with Y)		

Because p value <0.05, T statistic> 1.96 and positive path coefficient, it can be concluded that the overall effect is positive and significant. The discussion of the study, is described in Table 8.

Table 8. Research Discussion

No.	Variable	Variables have a positive and significant relationship	Path Coefficient Value
1.	OC » JS	✓	0,611
2.	WE » JS	✓	0,175
3.	OC » Pf	✓	0,611
4.	WE » Pf	✓	0,111
5.	JS » Pf	✓	0,599
6.	OC with Pf with mediated by JS	Significant	0,366
7.	WE with Pf with mediated by JS	Significant	0,105

The results stated OC contributed 61.1% to the JS, WE contributed 17.5% to the JS, OC contributed 61.1% to Pf, WE to Pf contributed 11.1% of, JS contributed to Pf about 59.9%, so the relationship of all research variables is concluded to be positive and significant because the whole has an influence. Then, there is the influence of OC with Pf mediated by JS with Pf which has a path coefficient value of 0.366, and there is an influence of WE with Pf mediated by JS which has a path coefficient value of 0.10.

This finding showed that organizational culture and work environment with job satisfaction are positively and significantly related, organizational culture and work environment with performance are positively and significantly related, job satisfaction

with performance is positively and significantly related, there is a relationship between the influence of organizational culture and performance with mediated by job satisfaction and there is a relationship between the influence of the work environment with performance mediated by job satisfaction. Organizational commitment and job satisfaction were high performance too in increasing employees in different organization (Fabi, Lacoursière, & Raymond, 2015). Other studied also revealed that the significant joint mediating effects of engagement and trust on professionals' job satisfaction, when supportive organizational culture and excellent leader performance were achieved (Meng & Berger, 2019). It a line with Al-Sada (2017) who reported that there were Significant positive relationships between supportive culture and job satisfaction; supportive culture and organizational commitment; participative-supportive leadership and job satisfaction; directive leadership and job satisfaction; job satisfaction and work motivation; job satisfaction and organizational commitment. While, current ideal culture incongruence were negatively associated with job satisfaction (Jung, 2018).

CONCLUSIONS

The result concluded that the work environment in the seskoal has been good. Organizational Culture in the council is good criteria. The Job Satisfaction of most soldiers has been high. However, in terms of supervision of the performance of soldiers, the average value is still low. The soldier has a good performance but still needs to improve his performance, namely by trying to always be able to complete the task without the help of other colleagues, not playing Handphone, and can reduce errors while working.

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AUTHOR CONTRIBUTION STATEMENTS

The authors had participated in the research and approved the final version of the manuscript.

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