

Organization Culture and Employee Attitude and Behavior: A Test of Social Exchange Theory

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ABSTRACT: The purpose of this study is to explain the effect of organizational commitment, organization culture, of job satisfaction on employee performance. This research was conducted at the Office of Population Control, Family Planning, Women Empowerment and Children Protection, Badung Regency, Bali Province. The population in this study were all civil servants and contract employees of the Office of Population Control, Family Planning, Women Empowerment and Children Protection, Badung Regency, Bali Province, totaling 139 people. Based on the Slovin formula, the number of samples were 103 employees. The sampling method used was simple random sampling. The data were collected by distributing questionnaire and analyzed by implementing multiple linear regression. The findings show that commitment, organization culture, and job satisfaction has a positive and significant effect on employee performance. This research implies that in endeavor to increase performance of the employees, the institutional leader need to improve organizational commitment, organization culture, and job satisfaction of the employees.

Keywords -employee performance, organizational commitment, organization culture, and job satisfaction.

I. INTRODUCTION

Human Resource Management (MSDM) aims to manage employees. Employees are needed to achieve organizational goals. The achievement of organizational goals will greatly depend on how employees can develop their abilities both in the managerial, human relations and operational technical fields. Talking about the implementation of this task, the role of employee performance greatly determines the quality and quantity of employees in an organization.

One of the problems that need to be considered by organizations is employee performance. This is because the quality and quantity of the organization is affected by employee performance. Therefore, in order to increase employee performance and achieve organizational goals, it is important for organizations to have quality human resources. This is intended so that human resources who are highly motivated, creative and able to develop innovations, will increase their performance over time.

Pamungkas (2014) states that performance is the result of work produced by employees or real behavior that is displayed according to their role in the organization. performance refers to the achievement of the tasks that make up an employee's job. Furthermore, it is explained that performance can describe how well employees can meet the requirements of a job. Likewise, employee performance is an individual matter because each employee has different abilities in doing their job. Sudarmanto (in Angelina, 2015) states that a successful and effective organization is an organization with individuals who have good performance. Performance is not a result that can be measured at the time the work is completed but the result of an evaluation of a past job in a certain period. Trisnowati (2011) in her research states that organizational commitment, organization culture and job satisfaction can improve employee performance.

This research was conducted at the Office of Population Control, Family Planning, Women Empowerment and Children Protection, Badung Regency, Bali Province, this agency moves to increase community awareness and participation through birth control, maturity of marital age, fostering family resilience and adopting a prosperous family. Initial research on 15 employees in the Office of Population Control, Family Planning, Women Empowerment and Children Protection, Badung Regency, Bali Province can be seen that employee performance is still low. This can be seen in Table 1.

Table 1. Result of Initial Research

No	Items	TD	D	N	A	SA
<i>Task Performance</i>						
1	I always maintain high work standards	0	6	4	5	0
2	I am able to handle my duties without much supervision	0	10	2	2	1
3	I am very passionate about my work	0	1	10	3	1
4	I know I can handle multiple tasks to achieve organizational goals	2	11	0	1	1
5	I always complete assignments on time	0	4	7	4	0
6	My co-workers believe I am a high performer in my organization	0	2	8	3	2
<i>Adaptive Performance</i>						
7	I usually do well to mobilize collective intelligence for effective teamwork	0	11	2	2	0
8	I can manage change in my job very well	2	11	1	1	0
9	I can handle my work team effectively in the face of change	0	12	0	3	0
10	I have always believed that mutual understanding can lead to viable solutions in organizations	0	5	7	3	0
11	I often lose my temper when faced with criticism from my team members	10	5	0	0	0
12	I am very comfortable with work flexibility	0	2	10	3	0
13	I used to deal with organizational changes from time to time	2	10	1	2	0
<i>Contextual Performance</i>						
14	I used to provide assistance to my co-workers when asked or needed	2	11	0	2	0
15	I'm happy to handle extra responsibilities	6	8	1	0	0
16	I convey my sympathy and empathy to colleagues when they are in trouble	0	7	6	2	0
17	I actively participate in group discussions and work meetings	0	13	1	1	0
18	I commend my co-workers for their good work	0	4	8	3	0
19	I have a lot of satisfaction in coaching other people in the organization	0	7	4	3	1
20	I used to share knowledge and ideas among my team members	0	9	4	2	0
21	I maintain good coordination between fellow workers	0	7	5	3	0
22	I used to coach new colleagues outside of my line of work	5	9	1	0	0
23	I communicate effectively with my colleagues for problem solving	2	9	4	0	0
24	I communicate effectively with my colleagues for decision making	1	10	4	0	0
Total		32	172	90	48	6

TA: totally disagree, D: Disagree, N: Neutral, A: Agree, SA: Strongly Agree

Table 1. shows that there are problems with some employees who work in the Office of Population Control, Family Planning, Women Empowerment and Children Protection, Badung Regency, Bali Province, which can be said that the level of employee performance is still low. This can be seen from the performance of employees where many statements are in the "disagree" and "strongly disagree" category.

To overcome this problem, in which employees are faced with a number of large tasks and responsibilities as well as demands for their professional roles, it is therefore very necessary to improve the performance of employees at the Office of Population Control, Family Planning, Women Empowerment and Children Protection, Badung Regency, Bali Province.

Organizational commitment is one of the factors that can improve employee performance. The sense of belonging for employees to the organization is part of the presence of organizational commitment, hereby workers feel that they will be bound by existing organizational values and feel happy at work. Building organizational commitment is carried out on the basis of workers' trust in organizational values, employee willingness to help realize organizational goals and loyalty to remain a member of the organization. This condition makes organizational commitment to improve employee performance.

Mekta (2017) defines organizational commitment as an attitude that reflects employee loyalty to the organization and a continuous process in which organizational members express their concern for the organization. From this definition, organizational commitment includes elements of loyalty to the organization, involvement in work, and acceptance of the values and goals of the organization, where these elements are related to employee performance. Susanti (2016) argues that employees have high organizational commitment if

they have confidence and accept organizational goals and values, are willing to strive towards achieving organizational goals and have a strong desire to remain as members of the organization.

Hakim (2015), Nathania (2018), Nadapdap (2017), Nasution et al., (2019) and Rahayu (2019) stated that organizational commitment has a positive and significant impact on employee performance. This can be seen if employees are proud of their institution, so employees will be very enthusiastic about their work. However, there is also research conducted by Pinho et al., (2014) which states that there is an insignificant relationship between organizational commitment and employee performance and research conducted by Anggraeni and Rahardja (2018) which states that the variable organizational commitment has no effect on employee performance.

The next factor that can improve employee performance is organization culture. Colquitt (in Joharis, 2016) explains that organization culture is the sharing of social knowledge in the organization regarding the rules, norms and values that shape the attitudes and behavior of employees. Organization culture is the norms and habits that apply in a company that affect the performance of the employees of each member of the organization. By understanding organizational norms and habits, employees will apply them to their habits every day and will form a good organization culture (Wijaya, 2016). The same thing was stated by Robbins (2002: 55) which explains that organization culture will be fixated on a joint system held by members of an organization, which distinguishes the organization from other organizations.

Nur et al (2019), Dunggio (2020), Ramadhani (2019) and Pranita and Dewi et al., (2019) state that organization culture has a positive and significant effect on employee performance. This can be seen from the leadership who supports the activities of employees within the agency so that employees can maintain high work standards. However, Nugroho (2019) obtained different results, namely the partial test results showed that organization culture had a weak effect on employee performance. Then there is also research conducted by Harwiki (2016) which states that organization culture has an insignificant influence on employee performance.

Employee performance can also be increased through job satisfaction factors. Mekta (2017) states that job satisfaction is a pleasant or unpleasant emotional state with regard to work. Employee dissatisfaction can occur if the work done is not in accordance with what is obtained from the company. This employee dissatisfaction causes things that are undesirable and can harm the company concerned (Timothy, 2017).

Farid et al., (2019), Pananrangi et al., (2019), Ngwenya and Pelsler (2020), Sugiarto (2018) and Anindya and Jati (2020) stated that job satisfaction has a positive and significant effect on employee performance. This can be seen if the employee is satisfied with the suitability of the salary received with the work load given, the employee will be able to handle many tasks to achieve agency goals. However, research conducted by Marisa (2020) has different results which state that job satisfaction has no significant effect on employee performance.

Based on the background and existing problems, it can be seen that there is a link between Organizational Commitment, Organization culture and Job Satisfaction and Employee Performance that makes the author interested in conducting this research at the Office of Population Control, Family Planning, Women Empowerment and Children Protection, Badung Regency, Bali Province, Indonesia

II. THEORY AND HYPOTHESES FORMULATION

The theory underlying this research is the Social Exchange Theory which describes the various transactions that occur throughout a person's social life which are characterized by strong emotional relationships. Jia et al., (2014) stated that Social Exchange Theory is a theory about the influence of the relationship between organizations and employees. Exchanges can occur if employees and organizations are able to give something to each other based on trust (Aswin and Rahyuda, 2017).

Fung et al., (2012) stated that the Social Exchange Theory explains that employees who have been treated well by the organization will provide positive feedback to the organization. From this theory it is found that, when someone is satisfied in the organization, then they will reciprocate and improve performance. Serim et al., (2014) suggest that workplace relationships have elements of Social Exchange Theory. Social Exchange Theory dominates a person's personality traits and attitudes. Social Exchange Theory explains the relationship between a person and an organization, especially between employees and companies, or companies and employees (Zeinabadi and Salehi, 2011).

A person will develop a strong level of mutual support with the organization or their leader, and can lead to effective work behaviors, such as better performance and more assistance to colleagues (Cheung, 2013).

The concept of organizational commitment developed in early studies regarding the expected individual loyalty in employees. A very close work bond is a condition that is felt by employees, resulting in strong positive behavior towards the work organization they have. According to Steer (in Kusumo, 2006) a form of strong work bonding is not passive loyalty, but also involves an active relationship with work organizations that have the goal of giving all efforts for the successful implementation of organizational goals. This means that

employees who have a high commitment will make every effort to improve their performance in order to achieve organizational goals.

This is consistent with research conducted by Al Zefeity and Mohamad (2017) which shows that all organizational commitment subscales have a positive and significant impact on the performance dimension. The same results are also shown by Bandula and Jayatilake's (2016) research which shows that commitment is positively and significantly correlated with employee performance. Research conducted by Muhammad (2015) also shows that organizational commitment has a positive and significant effect on job satisfaction and employee performance. This study also confirms research conducted by Nikpour (2017) which shows that employee organizational commitment has a positive and significant impact on performance.

Research conducted by Li (2014) shows that organizational commitment has a positive and significant relationship with employee performance. Research from Nadapdap (2017) also shows organizational commitment has a significant effect on employee performance. This confirms research from Yulian (2016) which shows that organization culture and organizational commitment have a positive and significant effect on employee performance. The same results are also shown from Nasution's research (2019), which shows that emotional intelligence and organizational commitment have a positive and significant effect on employee performance.

Research from Rahayu (2019) states that organizational commitment has a significant positive effect on employee performance. Research from Syauta (2017) shows that partially organizational commitment can improve employee performance. Research from Sunuharjo and Ruhana (2016) also obtained the same results, namely organizational commitment affects employee performance. There is also research from Permatasari et al., (2016) which shows that organizational commitment has a significant effect on employee performance. The same results were also obtained by Septiani et al., (2016), namely the results of the study found that organizational commitment has a significant effect on employee performance.

H₁: Organizational commitment has a positive and significant effect on employee performance.

Organization culture binds the employees who work in it to behave in accordance with the existing organization culture. If this understanding is drawn into the organization, then a set of norms has become a culture in the organization so that employees must behave and behave in accordance with the existing culture without feeling forced. The existence of culture in the organization will be the glue and guidance of all company policies and operational demands for other aspects of the organization. If cultural values have become guidelines in making organizational rules, then organization culture will be able to contribute to employee performance (Sheridan, 1992). This means that if the organization culture is strong, employee performance will also be high.

This is in accordance with research conducted by Sasingkelo et al., (2017) which states that organization culture has a positive and significant effect on employee performance. The stronger the organization culture, the higher the employee's performance. Research from Hadju and Adam (2019) also states that organization culture has a significant positive effect on employee performance. The same results are also shown by research from Dunggio (2020) where there is a simultaneous and partial influence of organization culture on employee performance. This also confirms research from Tampubolon et al., (2019) which states that organization culture has a significant positive effect on employee performance. Other researchers Pranita and Dewi (2019) also state the same thing, namely that organization culture has a positive and significant effect on performance.

Research from Sangadji and Sopiah (2013) shows that there is a positive and significant influence of organization culture on performance. Research conducted by Bawarodi et al., (2019) also shows that organization culture has a significant effect on employee performance. Research from Febriana (2019) also shows that there is a positive and significant influence of organization culture on employee performance. Research from Wijaya (2016) also obtained the same results, namely organization culture was found to have an influence on employee performance. There is also research from Harun (2016) which gets the same results, namely that there is an influence of organization culture partially and simultaneously on employee performance. The same results were also obtained by researchers from Pakpahan et al., (2016), namely that organization culture has a positive effect on employee performance.

Research from Nainggolan et al., (2016) found that organization culture has a positive and significant effect on employee performance and Melvani (2016) also found the same results, namely that the organization culture simultaneously affects employee performance.

H₂: Organization culture has a positive and significant effect on employee performance.

Job satisfaction is a condition felt by a worker in doing his job. This illustrates whether an employee is happy or not working in an organization. In Equity Theory described by Herzberg (1966), it starts from the work dissatisfaction that arises from an individual in comparing between providing something (input) in exchange for something else (output) and feeling that his position is unfair. Then the job satisfaction aspect will emerge

where the individual compares what he has done (input), must have the same or proportional value as what he expects (output).

If what the individual expects does not have the same value or is not comparable to what he has done, the individual will be dissatisfied. Conversely, if what is expected by the individual to have the same or comparable value to what he has done, the individual is satisfied. When job satisfaction occurs, this feeling is reflected in the positive attitude and behavior of employees towards their work. Employees will carry out their work seriously and everything that is faced or assigned to them will be done properly. This means that if a person's satisfaction is high, the employee's performance will also be high.

This is consistent with research conducted by Ramli (2019) which states that job satisfaction has positive implications for employee performance. Mira et al., (2019) also show the same results, namely that there is a positive relationship between employee job satisfaction and employee performance. This also confirms the research conducted by Ngwenya and Pelsler (2020) which shows that job satisfaction positively affects employee performance. The same results are also shown by research from Sugiarto (2018) which shows that job satisfaction has a positive effect on employee performance.

Research from Anindya and Jati (2020) found that job satisfaction has a positive and significant effect on performance. There is also research from Pananrangi et al., (2020) which found that job satisfaction has a positive and significant effect on employee performance. The same results are also shown from Susanto's (2019) research which shows that job satisfaction has an influence on employee performance. Research from Gunawan (2019) also shows that job satisfaction has a significant positive effect on employee performance. There is also research from Changgriawan (2017) which also shows that job satisfaction affects employee performance. The same results are also shown by research from Timothy (2017), namely that job satisfaction has a significant effect on employee performance.

Research from Winarti et al., (2016) states that job satisfaction has a positive and significant effect on employee performance both simultaneously and partially. Research from Arifin (2017) also shows the same results, namely job satisfaction has a significant impact on lecturer performance.

H₃: Job satisfaction has a positive and significant effect on employee performance.

III. RESEARCH METHOD

This research uses an associative quantitative approach. This research was conducted at the Office of Population Control, Family Planning, Women Empowerment and Children Protection, Badung Regency, Bali Province, Indonesia. The location selection for this study was based on the problem of low employee performance in the agency.

Employee performance in this study is defined as a record of work results obtained from certain work functions or activities during a certain period of time. Assessment of employee performance, argued Borman and Motowidlo (1993) through employee performance indicators, namely 1) Task Performance, is an individual expertise in carrying out work activities that are directly related to the technical core of the organization. 2) Contextual Performance, is an activity that does not contribute directly to the technical core of the organization, but instead supports the organization in a psychological or social environment so that organizational goals can be achieved. 3) Adaptive Performance, is a concept to assess how well individuals adapt or adapt to new conditions or unexpected situations.

Organizational commitment in this study is defined as a situation in which employees of the Office of Population Control, Family Planning, Women Empowerment and Children Protection, Badung Regency, Bali Province identify themselves with the agency and their goals and desires to maintain membership in the agency. The indicators used in this study refer to Allen and Meyer (in Robbins and Judge, 2008) who argue that there are three separate dimensions of organizational commitment, namely 1) Affective Commitment, which is an emotional feeling for the agency and belief in its values. 2) Continuance commitment, is the perceived economic value of staying in an institution when compared to leaving the institution. 3) Normative commitment, is an obligation to persist in substance for moral or ethical reasons.

Organization culture refers to the values, principles, traditions and ways of working that are shared by employees of the Office of Population Control, Family Planning, Women Empowerment and Children Protection, Badung Regency, Bali Province, and influences the way they act. The indicator refers to Robbins (2002), which divides nine main characters, all of which are important elements of organization culture, namely 1) Innovation and Risk Taking, the extent to which the organization encourages employees to act innovatively and dare to take risks. The organization values employee risk-taking actions and generates ideas from employees. 2) Direction from the leader, is the extent to which the leadership of an organization can create clearly the desired goals and expectations, so that employees can understand employee performance towards organizational goals. 3) Integrity, is the extent to which the organization can encourage units within the organization to work in a coordinated manner. 4) Management support, is the extent to which leaders can contribute or clear direction and assistance and support to employees. Employee development efforts can be

made through the provision of training. 5) Control, the leader provides supervision from the leadership of the organization to employees by using the rules that have been set for the smooth running of the organization. 6) Identity, is the extent to which employees feel about the work they do in the organization. 7) The reward system is the extent to which the allocation of rewards such as salary increases and promotion is based on employee performance not due to seniority. 8) Tolerance to conflict, is the extent to which employees are encouraged to express conflict and criticism openly in order to advance the organization. 9) Communication patterns, the extent to which communication within the organization which is limited by a formal hierarchy of authority can run well. Good communication can meet the needs of its members so as to provide effective results.

Job satisfaction in this study is a happy emotion or positive emotion that comes from job appraisal or work experience of employees of the Office of Population Control, Family Planning, Women Empowerment and Children Protection, Badung Regency, Bali Province. The indicator refers to Luthans (2006) which divides job satisfaction into five dimensions, namely 1) The job itself, in which the task is assigned to the job, the opportunity to learn, and the opportunity to accept responsibility. 2) Salary, salary received and the degree to which this can be viewed as being considered appropriate relative to others in the organization. 3) Promotion opportunities, Promotion opportunities are opportunities to advance in the organization. 4) Supervision, The ability of the supervisor to provide technical assistance and behavioral support. 5) Colleagues, a condition in which colleagues are technically clever and socially supportive.

This study uses questionnaire as data collection method., so that it is necessary to test the validity and reliability so that the questionnaire is suitable for use. The population in this study were all civil servants and contract employees of the Office of Population Control, Family Planning, Women Empowerment and Children Protection, Badung Regency, Bali Province, amounting to 82 civil servants and 57 contract employees, so the total number of employees is 139 people. Civil servants and contract employees will be examined in this study because the performance of civil servants and contract employees both have a significant influence in this institution, so that the total population in this study is 139 people.

The sampling method used in this study is simple random sampling. In determining the number of samples from a population, researchers use the Slovin formula. Based on the results of calculations using the Slovin formula, the number of samples obtained was 103.15 rounded to 103 people.

Table 2. Data on Population and Sample of Office of Population Control, Family Planning, Women Empowerment and Children Protection, Badung Regency, Bali Province

No	Field of work	Population		Samples	
		Civil Servant	Contract employees	Civil Servant	Contract employees
1	Secretariat	16	9	12	6
2	Population Control and Movement	8	5	6	4
4	Family Planning, Resilience and Welfare	11	6	9	4
5	Gender and Family Mainstreaming	8	6	6	4
6	Data and Information	10	7	8	5
7	Technical implementation Unit	29	24	21	18
Total		82	57	62	41

Researchers conducted a multicollinearity test, normality test and heteroscedasticity test for classical assumption test. This study uses parametric inferential statistics which are used to analyze the sample data from the questionnaire. The analysis used to solve this research problem is multiple linear regression with the coefficient test (T test) and ANOVA test (F test). This analysis is used to determine the dependence of one dependent variable with one or more independent variables. This analysis can also predict the magnitude and direction of the relationship and measure the degree of closeness of the relationship between one dependent variable and one or more independent variables.

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon \quad (1)$$

Information:

Y = Employee performance

a = Constant

X1 = Organizational commitment

X2 = Organization culture

X3 = Job satisfaction

β_1 = Organizational commitment regression coefficient

β_2 = Organization culture regression coefficient

β_3 = Job satisfaction regression coefficient

ϵ = error

IV. RESULT AND DISCUSSION

Respondents in this study were 103 people according to the sample size used. Research respondents will be described by presenting the characteristics of the respondents consisting of age, gender, latest education, position and years of service. Respondent characteristics can be grouped by age, indicating that the majority of respondents are in the age range of 21-30 years, as many as 34 people with a percentage of 33 percent. This means that the Office of Population Control, Family Planning, Women Empowerment and Children Protection, Badung Regency, Bali Provinceneeds employees who are young, nimble, fast, and powerful. Characteristics based on gender, shows that the majority of respondents are women as many as 61 people with a percentage of 59.2 percent. This means that the employees of the Office of Population Control, Family Planning, Women Empowerment and Children Protection, Badung Regency, Bali Province are mostly women, because women tend to be more able to protect and understand community complaints.Characteristics of respondents based on the latest education, show that the majority of respondents have the latest education S1, as many as 48 people with a percentage of 46.6 percent. This means that the Office of Population Control, Family Planning, Women Empowerment and Children Protection, Badung Regency, Bali Provincerequires highly educated employees who have broad insight in carrying out their institutional activities.Characteristics of respondents based on length of work, the majority of respondents with a length of work over 5 years, as many as 63 people with a percentage of 61.2 percent. This shows that the length of work of the employees of the Office of Population Control, Family Planning, Women Empowerment and Children Protection, Badung Regency, Bali Provincewho became respondents in this study predominantly worked over 5 years.

Priyatno (2010: 90) says that the validity test is explained as the accuracy or speed of an instrument in measuring what you want to measure. The validity test is often used to measure the accuracy of a questionnaire item or scale, whether the items on the questionnaire are correct in measuring what you want to measure. Where the validity test criteria with a significant level of 0.05 is if $r_{count} \geq r_{table}$ then the instrument or statement items have a significant correlation to the total score (declared valid).

The results of the validity test show that all research instruments used to measure the variable organizational commitment, organization culture, job satisfaction and employee performance have a correlation coefficient value with a total score of all statement items greater than r_{table} 0.193. This shows that the statement items in the research instrument are valid and fit for use as a research instrument.

This study uses Cronbach's Alpha to examine the level of reliability on different variables. According to Umar (2008: 56), the reliability test for more than two alternative answers uses the Cronbach's Alpha test, whose value will be compared with the result of the minimum acceptable reliability coefficient of 0.6. Reliability less than 0.6 is not good, while 0.7 is acceptable and more than 0.8 is good. The test criterion is if the Cronbach's Alpha value is > 0.6 , the research instrument is reliable.The reliability test results show that the four research variables have a Cronbach's Alpha coefficient of more than 0.60, so it can be said to be reliable, so it can be used in further analysis.

The classical assumption test is carried out in order to ensure the results obtained meet the basic assumptions in the regression analysis. The results of the classical assumption test carried out in this study are the normality test, multicollinearity test and heteroscedasticity test. The results of the classical assumption test were processed with the help of SPSS for Windows software.

The normality test aims to measure whether in the regression model the independent variable and the dependent variable both have a normal distribution or are close to normal. The data normality test in this study used the Kolmogorov-Smirnov test. The test criteria used a two-tailed test, namely by comparing the probability obtained with a significance level of (a) 0.05. If the p-value is > 0.05 , the data is normally distributed. Kolmogorov Smirnov (K-S) value was 0.687, while the Asymp. Sig. (2-tailed) of 0.733. These results indicate that the regression equation model is normally distributed because of the Asymp value. Sig. (2-tailed) is greater than an alpha value of 0.05.

Multicollinearity test aims to test whether the regression model found a correlation between the independent variables. The multicollinearity test is seen from the tolerance value and Variance Inflation Factor (VIF). If there is a correlation, then there is a multicollinearity problem. A good regression model should not have a correlation between the independent variables. The multicollinearity test is seen from the tolerance value and Variance Inflation Factor (VIF) and the amount of correlation between independent variables (Ghozali,

2009: 95). The tolerance and VIF values of the variables of organizational commitment and organization culture show a tolerance value for each variable greater than 0.10 and the VIF value less than 10, which means the regression equation model is free of multicollinearity.

The heteroscedasticity test aims to test whether in a regression model there is an inequality of variance from the residuals of one observation to another. Heteroscedasticity test can be seen by using a graph plot between the predicted value of the dependent variable (zPRED) and the residual (sRESID). If the plot graph shows a dot pattern such as a point that is wavy or widens then narrows, it can be concluded that there has been heteroscedasticity. But if the plot graph does not form a clear pattern, heteroscedasticity will not occur (Ghozali, 2009: 125-126). The following results of the heteroscedasticity test are described below.

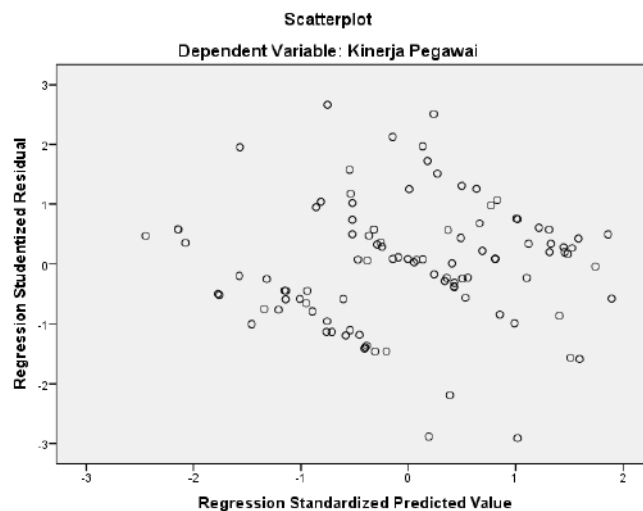


Figure 1. Heteroscedasticity Test (Scatterplot Graph)

Based on Figure 1, it is shown that the points in the image randomly spread either above or below the number 0 on the Y axis. Therefore, it can be concluded that there are no heteroscedasticity symptoms in this regression model.

This study uses parametric inferential statistics which are used to analyze the sample data from the questionnaire. The analysis used to solve this research problem is multiple linear regression with the coefficient test (T test) and Anova test (F test). This analysis is used to determine the dependence of one dependent variable with one or more independent variables. This analysis can also predict the magnitude and direction of the relationship and measure the degree of closeness of the relationship between one dependent variable and one or more independent variables.

Table 3. Results of Multiple Linear Regression Analysis

Model		Unstandardized Coefficients		t	Sig.
		B	Std. Error		
1	(Constant)	-2.381	8.130	-0.293	0.770
	Organizational commitment	0.743	0.160	4.640	0.000
	Organization culture	0.292	0.058	5.066	0.000
	Job satisfaction	0.482	0.146	3.298	0.001
	R Square	0.544			
	Adjusted R Square	0.530			
	F _{test}	0.000			

Based on Table 3, the regression equation can be arranged as follows:

$$Y = -2.381 + 0.743X_1 + 0.292X_2 + 0.482X_3$$

Based on the results of the analysis of organizational commitment to employee performance, the significance value is 0.000 with a regression coefficient value of 0.743. The significance value of 0.000 < 0.05 indicates that H₀ is rejected and H₁ is accepted. The results in this study mean that organizational commitment has a positive and significant effect on employee performance. This shows that the higher the organizational

commitment experienced by employees, the higher the performance of employees in the Office of Population Control, Family Planning, Women Empowerment and Children Protection, Badung Regency, Bali Province.

The concept of organizational commitment developed in early studies regarding the expected individual loyalty in employees. A very close work bond is a condition that is felt by employees, resulting in strong positive behavior towards the work organization they have. According to Steer (in Kusumo, 2006) a form of strong work bonding is not passive loyalty, but also involves an active relationship with work organizations that have the goal of giving all efforts for the successful implementation of organizational goals. This means that employees who have a high commitment will make every effort to improve their performance in order to achieve organizational goals.

The results of this study are consistent with previous research conducted by Al Zefeity and Mohamad (2017) which shows that all organizational commitment subscales have a positive and significant impact on the performance dimension. The same results are also shown by Bandula and Jayatilake's (2016) research which shows that commitment is positively and significantly correlated with employee performance. Research conducted by Muhammad (2015) also shows that organizational commitment has a positive and significant effect on job satisfaction and employee performance. This study also confirms research conducted by Nikpour (2017) which shows that employee organizational commitment has a positive and significant impact on performance.

Research conducted by researcher Li (2014) shows that organizational commitment has a positive and significant relationship with organizational performance. Research from Nadapdap (2017) also shows organizational commitment has a significant effect on employee work performance. This confirms research from Yulian (2016) which shows that organization culture and organizational commitment have a positive and significant effect on employee performance. The same results are also shown from Nasution's research (2019), where the results of the processing and calculation of the questionnaire concluded that emotional intelligence and organizational commitment have a positive and significant effect on employee performance.

Research from Rahayu (2019) states that organizational commitment has a significant positive effect on employee performance. Research from Syauta (2017) shows that partially organizational commitment can improve employee performance. Research from Sunuharjo and Ruhana (2016) also obtained the same results, namely organizational commitment simultaneously affects employee performance. There is also research from Permatasari et al., (2016) which from the results of their research analysis found that organizational commitment has a significant effect on employee performance. The same results were also obtained by Septiani et al., (2016), namely the results of the study found that organizational commitment has a significant effect on employee performance.

These results indicate that the values contained in organizational commitment have a significant impact on the performance of employees at the Office of Population Control, Family Planning, Women Empowerment and Children Protection, Badung Regency, Bali Province. Organizational commitment which is measured based on indicators: affective commitment, continuous commitment and normative commitment can improve employee performance at the Office of Population Control, Family Planning, Women Empowerment and Children Protection, Badung Regency, Bali Province. The results of this study indicate that the Office of Population Control, Family Planning, Women Empowerment and Children Protection, Badung Regency, Bali Province are able to increase the organizational commitment of their employees, so it will improve employee performance.

Based on the results of the analysis of organization culture on employee performance, the significance value is 0.000 with a regression coefficient value of 0.292. The significance value of $0.000 < 0.05$ indicates that H_0 is rejected and H_2 is accepted. The results in this study mean that organization culture has a positive and significant effect on employee performance. This shows that the better the application of organization culture will improve the performance of employees in the Office of Population Control, Family Planning, Women Empowerment and Children Protection, Badung Regency, Bali Province.

Organization culture binds the employees who work in it to behave in accordance with the existing organization culture. If this understanding is drawn into the organization, then a set of norms has become a culture in the organization so that employees must behave and behave in accordance with the existing culture without feeling forced. The existence of culture in the organization will be the glue and guidance of all company policies and operational demands for other aspects of the organization. If cultural values have become guidelines in making organizational rules, then organization culture will be able to contribute to employee performance (Sheridan, 1992). This means that if the organization culture is good, the employee's performance will also be good.

The results of this study are in accordance with previous research conducted by Sasingkelo et al., (2017) which states that organization culture has a positive and significant effect on employee performance. The better the organization culture, the better the employee's performance. Research from Hadju and Adam (2019) also states that organization culture has a significant positive effect on employee performance. The same results

are also shown by research from Dunggio (2020) where there is a simultaneous and partial influence of organization culture on employee performance. This also confirms research from Tampubolon et al., (2019) which states that organization culture has a significant positive effect on employee performance. Other researchers Pranita and Dewi (2019) also state the same thing, namely that organization culture has a positive and significant effect on performance.

Research from Sangadji and Sopiah (2013) shows that there is a positive and significant influence of organization culture on performance. Research conducted by Bawarodi et al., (2019) also shows that organization culture variables have a significant effect on employee performance. Research from Febriana (2019) also shows that there is a positive and significant influence of organization culture on employee performance. Research from Wijaya (2016) also obtained the same results, namely organization culture was found to have an influence on employee performance. There is also research from Harun (2016) which gets the same results, namely that there is an influence of organization culture partially and simultaneously on employee performance. The same results were also obtained by researchers from Pakpahan et al., (2016), namely that organization culture has a positive effect on employee performance.

Research from Nainggolan et al., (2016) found that organization culture has a positive and significant effect on employee performance and Melvani (2016) also found the same results, namely that the organization culture simultaneously affects employee performance.

These results indicate that the values contained in organization culture have a significant impact on the performance of employees at the Office of Population Control, Family Planning, Women Empowerment and Children Protection, Badung Regency, Bali Province. Organizational commitment which is measured based on indicators: innovation and risk taking, direction from leaders, integrity, management support, control, identity, reward systems, tolerance for conflict and communication patterns are able to improve employee performance at the Office of Population Control, Family Planning, Women Empowerment and Children Protection, Badung Regency, Bali Province. The results of this study indicate that if the Office of Population Control, Family Planning, Women Empowerment and Children Protection, Badung Regency, Bali Province is able to apply organization culture properly, it will improve employee performance.

Based on the results of the analysis of job satisfaction on employee performance, it is obtained a significance value of 0.001 with a regression coefficient value of 0.482. The significance value of $0.001 < 0.05$ indicates that H_0 is rejected and H_3 is accepted. The results in this study mean that job satisfaction has a positive and significant effect on employee performance. This shows that the higher the job satisfaction of employees, the higher the performance of employees in the Office of Population Control, Family Planning, Women Empowerment and Children Protection, Badung Regency, Bali Province. Job satisfaction is a condition felt by a worker in doing his job. This illustrates whether an employee is happy or not working in an organization.

In the equity theory described by Herzberg (2005), it begins with job dissatisfaction that arises from an individual in comparing between providing something (input) in exchange for something else (output) and feeling that his position is unfair. Then the job satisfaction aspect will emerge where the individual compares what he has done (input), must have the same or proportional value as what he expects (output). If what the individual expects does not have the same value or is not comparable to what he has done, the individual will be dissatisfied. Conversely, if what is expected by the individual to have the same or comparable value to what he has done, the individual is satisfied.

When job satisfaction occurs, this feeling is reflected in the positive attitude and behavior of employees towards their work. Employees will carry out their work seriously and everything that is faced or assigned to them will be done properly. If employees do their job well, the employee's performance will be good too. This means that if a person's satisfaction is high, the employee's performance will also be high.

The results of this study are in accordance with previous research conducted by Ramli (2019) which states that job satisfaction has positive implications for employee performance. Mira et al., (2019) also show the same results, namely that there is a positive relationship between employee job satisfaction and employee performance. This also confirms the research conducted by Ngwenya and Pelser (2020) which shows that job satisfaction positively affects employee performance. The same results are also shown by research from Sugiarto (2018) which shows that job satisfaction has a positive effect on employee performance.

Research from Anindya and Jati (2020) found that job satisfaction has a positive and significant effect on performance. There is also research from Pananrangi et al., (2020) which found that job satisfaction has a positive and significant effect on employee performance. The same results are also shown from Susanto's (2019) research which shows that job satisfaction has an influence on employee performance. Research from Gunawan (2019) also shows that job satisfaction has a significant positive effect on employee performance. There is also research from Changriawan (2017) which also shows that job satisfaction affects employee performance. The same results are also shown by research from Timtohy (2017), namely that job satisfaction has a significant effect on employee performance.

Research from Winarti et al., (2016) states that job satisfaction has a positive and significant effect on employee performance both simultaneously and partially. Research from Arifin (2017) also shows the same results, namely job satisfaction has a significant impact on lecturer performance.

These results indicate that the values contained in work satisfaction have a significant impact on the performance of employees at the Office of Population Control, Family Planning, Women Empowerment and Children Protection, Badung Regency, Bali Province. Organizational commitment is measured based on indicators: work itself, salary, promotion opportunities, supervision and co-workers are able to improve the performance of employees at the Office of Population Control, Family Planning, Women Empowerment and Children Protection, Badung Regency, Bali Province. The results of this study indicate if the Office of Population Control, Family Planning, Women Empowerment and Children Protection, Badung Regency, Bali Province is able to increase employee job satisfaction, so it will improve employee performance.

V. CONCLUSION

Organizational commitment has a positive and significant effect on employee performance, meaning that the higher the employee's organizational commitment, the higher the employee's performance in the Office of Population Control, Family Planning, Women Empowerment and Children Protection, Badung Regency, Bali Province, Indonesia. Organization culture has a positive and significant effect on employee performance, meaning that the stronger the organization culture will increase the performance of employees in the Office of Population Control, Family Planning, Women Empowerment and Children Protection, Badung Regency, Bali Province. Job satisfaction has a positive and significant effect on employee performance, meaning that the higher the employee's job satisfaction, the higher the employee's performance in the Office of Population Control, Family Planning, Women Empowerment and Children Protection, Badung Regency, Bali Province.

The scope of this research is only in the area of the Office of Population Control, Family Planning, Women Empowerment and Children Protection, Badung Regency, Bali Province, so that the results of the study cannot be generalized to respondents who are in the Office of Population Control, Family Planning, Women Empowerment and Children Protection, Badung Regency, Bali Province in other areas. This research can still be developed by changing the subject of this study, because this research will certainly give different results when the variables used as research material are changed. This research is only conducted within a certain period (cross-section), while the environment can change at any time (dynamic), so this research needs to be carried out again in the future.

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