

JOB SATISFACTION AMONG CIVIL SERVANTS: HOW ORGANIZATIONAL CULTURE AND WORK ENVIRONMENT INSPIRE PERFORMANCE

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ABSTRACT: This study analyzes the determining factors for job satisfaction and performance among Civil Servants in Indonesia. The data were analyzed from 380 responses by using the AMOS-SEM. The results showed that organizational culture, work environment, and job satisfaction positively and significantly affect the apparatus's performance in all direct relationships. Indirect relationships are partially significant, illustrating that the better and superior construction of better state management requires specific approaches to increase the expected outcomes.

Keywords: Organizational Culture; Work Environment; Job Satisfaction; Performance; Civil Servant; Indonesia

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INTRODUCTION

Human resource management in the civil apparatus should be seen as an extension of the traditional view of managing people effectively. It requires knowledge of human behaviour and the ability to manage it. There are various conceptions of the notion of it. Some interpret it as manpower management, and others attach human resources to personnel. The phenomenon of organizational culture stands out in the local government and gives a new meaning to understanding the togetherness, innovation and team-oriented work in public service agencies.

Problems arise as the performance evaluation of the civil apparatus is not based on the merit-based assessment system. The database of workers is not entirely accurate and up-to-date. Furthermore, the inconsistent implementation of the prevailing laws and work regulations jeopardizes the image of traditional public management, as evident in Indonesia. This indicates that the general work environment can affect the effort to produce maximum output.

This study advances the conversation between the basic theory of corporate culture and the theory of truth. The idea of fundamental organization culture put forward by Algerrow (2008:33) states that advanced and modern organizations have an entire philosophy that binds every member with adhesive cultural values to advance the organization or company. It creates the uniting values of organizational culture, i.e., integrity, identity, responsibility, discipline, and provisional results orientation in managing the organization. It takes the spirit of avoiding failure and seizing opportunities, as Handy (2007) explains the braveness theory. Strong courage in an organization pushes people to succeed by creating opportunities. Armstrong (as in Kisworo, 2012) explains that the work environment can be categorized as work systems, job designs, working conditions, and how people are treated at work by their superiors and coworkers. This illustrates that the ideal work environment can boost job satisfaction and employee performance. Furthermore, the gap arises in the context of the theory of justice and dissonance theory. The assumption that people are motivated by the desire to be treated fairly in work is against the notion of calculating the difference between what should be and the reality employees feel.

Organizational culture positively and significantly affects performance (Bhardwaj et al., 2021). Several researchers supported the idea, e.g., Soomro et al. (2018), Pinho et al. (2013), Raharjo et al. (2018), Al-Musadieq, et al. (2018), and Shahzad (2019). However, other study shows otherwise that the influence of organizational culture on performance is not present (Ambarwati et al., 2019), following the state practices in a governmental culture. Elizar et al. (2018) and Siagian et al. (2018) show that environmental work has a positive and significant effect on performance, while contradictory finding is reported by Siahaan (2019). Furthermore, the government agency must consider their workforce's job satisfaction to attain better performance, as evident in Ali et al. (2019), Hendri (2019), and Uzun et al. (2017). This study contributes to the knowledge conversation by providing a new research object in the Indonesian state

apparatus – once known as the most corrupt state. Furthermore, how the method to inspire governmental apparatus is constantly renewed, as in this study proposal.

THEORETICAL REVIEW

Classical Management Theory (Personnel Management) is proposed by Robert Owen (1771-1858). Once, a Manager of a Cotton Spinning Mill in New Lanark, Scotland. Robert Owen devoted his attention to using the factors of machines' production and labour production elements. His observations concluded that if the machine – non-human resources – is in good maintenance, it will benefit the company. The same goes for the workforce (human resources). If the crew is maintained and cared for (in the sense of caring for compensation, health, benefits, etc.), the company's leadership will benefit the company. Furthermore, it is said that the external and internal situation of the job influences the quantity and quality of the work. This conversation presents the foundation of the scientific management field (Taylor, 2006).

Organizations with a firmly embedded organizational culture will undoubtedly have organizational behaviour with eminent job satisfaction. This is in line with the theory of fundamental organization culture by Algerrow (2008:33) that advanced and modern organizations have a basic philosophy that binds every member with adhesive cultural values to advance the organization or company. The binding values of organizational culture are integrity, identity, responsibility, discipline, and results from orientation in managing the organization as previous studies have supported, e.g., Tran (2020), Pawirosumarto et al. (2018), Al-Sada et al. (2017), Bellou (2009), Park et al. (2009), Tumbelaka et al. (2016).

The more ideal and comfortable the work environment in the organization, the higher the level of job satisfaction and performance of the state apparatus, and vice versa. Akinwale et al. (2020) show that the work environment positively and significantly affects job satisfaction. Better organizational culture is necessary for performance. The importance of corporate culture in question are integrity, identity, responsibility, discipline, and orientation in managing the organization. Previous studies support this approach, as in Bhardwaj et al. (2021), Soomro et al. (2019), Pinho et al. (2013), Raharjo et al. (2018), Al-Musadieq et al. (2018), and Shahzad (2019), which gives the result that organizational culture has a positive and significant effect on performance.

Improving the performance of civil servants needs the support of a comfortable and ideal work environment intended to maximize performance in achieving work targets. The work environment can be categorized as work systems, job designs, working conditions, and how people are treated at work by their superiors and coworkers. Studies by Elizar et al. (2018) and Siagian et al. (2018) reveal that the work environment has a positive and significant effect on performance. People are motivated by the desire to be treated fairly in work which, in essence, leads to job satisfaction, as indicated by, e.g. Ali et al. (2019),

Hendri (2019), and Uzun et al. (2017). Thus, the following conceptualization is presented in figure 1.

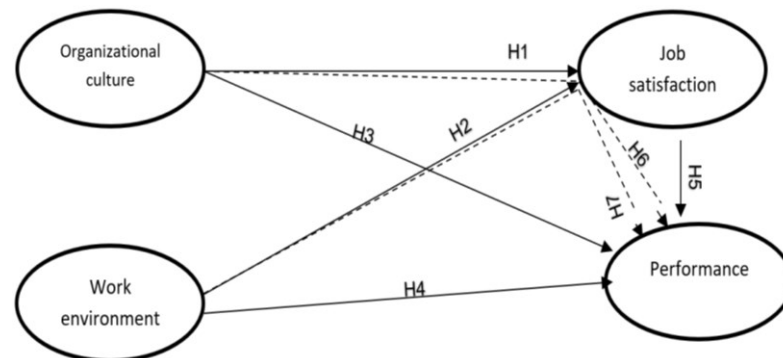


Figure 1. Conceptual Framework.

H1: Organizational culture has a positive and significant effect on job satisfaction.

H2: Work Environment has a positive and significant effect on Job Satisfaction.

H3: Organizational Culture has a positive and significant effect on performance.

H4: Work environment has a positive and significant effect on performance.

H5: Job satisfaction has a positive and significant effect on performance.

H6: Organizational Culture through Job Satisfaction has a positive and significant effect on performance.

H7: Work Environment through Job Satisfaction has a positive and significant effect on performance.

METHODOLOGY

When viewed from the data type, this research is undoubtedly quantitative. Because it tries to get objective, valid, reliable data by using data in the form of numbers or qualitative numbers (Sugiono, 2013), it uses a survey approach in which data is collected from a sample or population to represent the entire population. Reinforced by Singarimbun and Efendi (1989: 3), survey research is research that takes a selection from one population and uses a questionnaire as the primary data collection tool, as also stated by Sugiono that survey research examines large and small people by selecting and reviewing sample to find the incidence, distribution and interrelation of sociological and psychological variables based on the nature of the problem.

The population in this study were all civil servants in Maros Regency, amounting to 7727 people. The population is spread across several regional organizations, with positions varying from non-structural employees to structural officials. Regional offices, secretariats, offices, sub-districts, and urban

villages are places for survey distribution. Determination of the number of respondents in this study using the probability random sampling method. The data collection technique carried out in this study was direct distribution to the respondents by using closed questionnaires containing several statements representing the indicators of each research variable. Questionnaires are distributed to respondents. They will fill in the information regarding their knowledge or beliefs without pressure or coercion. The direct distribution technique is intended so that the respondents are on target with a high return rate.

The number of samples is calculated using the Yamane formula, whose formulation is as follows:

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

Information:

- n = number of samples
- N = Total population
- e = Fault tolerance limit (using 5%)

where:

$$n = \frac{7727}{1+7727(0,05)^2}$$

= 381 respondents.

The distribution of respondents in each regional apparatus organization used in this study is as shown in the following table 1.

Table 1. Distribution of Respondents' Division

No	Regional Apparatus Organization	Population	Sample
1.	Local agencies	5162	254
2.	Regional agency	826	41
3.	Service office	72	4
4.	Secretariat and others	761	38
5.	Subdistrict	619	30
6.	Ward	287	14
	Total	7727	381

Source: Data processed, 2021.

The researcher distributed 400 questionnaires with 386 return rates. 381 responses become the object of analysis following their suitability and data completeness. This study constructed structural equation modelling (SEM), as in Ferdinand (2002), for (1) to confirm the unidimensionality of various indicators

for a dimension/construct, (2) to test the suitability/accuracy of a model based on the empirical data studied, (3) testing the suitability of the model as well as the causality relationship between the factors built/observed in the model. a complete model consists of a measurement model and a structural model. The measurement model is intended to confirm a dimension or factor based on its empirical indicators. In contrast, the structural model is a model regarding the structure of the relationship that forms or explains causality between factors.

RESULTS

This study developed scientific constructions through a literature review to confirm the theoretical model through empirical data. It is then constructed in a path diagram, as in figure 2.

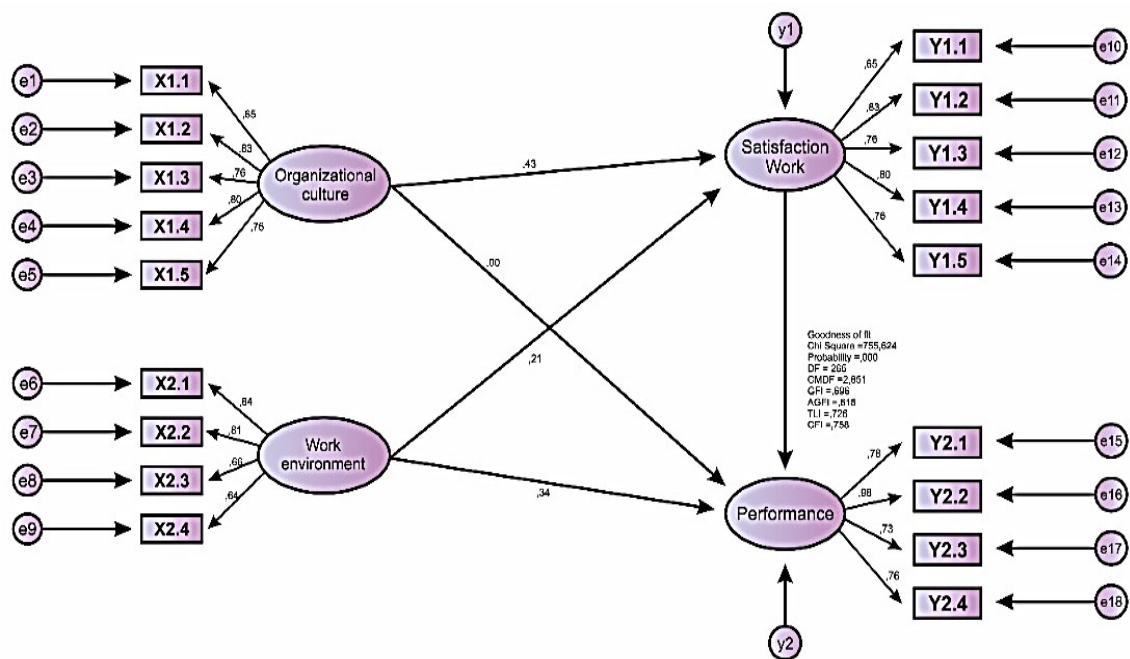


Figure 2. Measurement of Relationship Model
Source: Amos Software

With the following derivation:

$$y_1 = \lambda_1 x_1 + \lambda_2 x_2 + \lambda_3 x_3 + \varepsilon_1 \quad \dots (2)$$

$$y_2 = \varphi_1 x_1 + \varphi_2 x_2 + \varphi_3 x_3 + \varphi_2 y_1 + \varepsilon_2 \quad \dots (3)$$

$$y_2 = \delta_1 y_1 + \varepsilon_2 \quad \dots (4)$$

Hypothesis Test

Based on the empirical model proposed in this study, it is possible to test the proposed hypothesis through path coefficient testing on the structural

equation model. Table 2. is a hypothesis test by looking at the p-value. If the p-value is less than 0.05, then the relationship between the variables is significant. The test results are presented in the following table 2:

Table 2. Summary of Hypothesis Tests

H	Variable Construction			Direct	Indirect	P-Value
	Independent	Mediation	Dependent			
1	Organizational culture		Job satisfaction	0,208		0,010
2	Work environment		Job satisfaction	0,394		0.001
3	Organizational culture		Performance	0,240		0,002
4	Work environment		Performance	0,426		0.001
5	Job satisfaction		Performance	0,258		0,017
6	Organizational culture	Job satisfaction	Performance	0,208	0,054	0,081
7	Work environment	Job satisfaction	Performance	0,394	0,102	0,036

Source: Data processed, 2021

DISCUSSION

The investigation shows that organizational culture significantly affects job satisfaction positively. This illustrates that the better the corporate culture, the better job satisfaction. This is in line with the theory of fundamental organization culture put forward by Algerrow (2008:33) and supported by the results of research conducted by Tran (2020), where the results of his study show that organizational culture has a positive and significant effect on job satisfaction. This study also reports that the work environment positively and significantly affects job satisfaction. This illustrates that the more ideal and comfortable the work environment, the level of job satisfaction will also increase. This is in line with Akinwale et al. (2020), where the study results show that the work environment has a positive and significant effect on job satisfaction.

Organizational culture has a positive and significant effect on performance. Better corporate culture leads to better performance. The research by Bhardwaj et al. (2021) shows that organizational culture positively and significantly affects performance. This illustrates that improving the performance of the State Civil Apparatus needs the support of an ideal and comfortable work environment to maximize performance in achieving the work targets. Elizar et al. (2018) show that the work environment has a positive and significant effect on performance, as job satisfaction in an organization will undoubtedly improve the performance of its employees. This is in line with the theory of Equity Theory (Tevfik & Guven, 2017).

State organizations may copy the organizational culture in the corporate setting, as its efficiency and effectiveness have been supported over time. Applying the conditioned corporate culture may benefit the job satisfaction of the apparatus. However, this study discovered an insignificant impact of increasing job satisfaction toward performance as expected by Algerrow (2008:33). The idea of performance appraisal by Dessler (2018:49) and the

research of Gorap et al. (2019) is against this study's finding. This means that the ideal and comfortable working environment for the State Civil Apparatus is essential for creating job satisfaction and leads to impacted performance (Bahri, 2019; Ende & Firdaus, 2021).

FURTHER STUDY

This study shows the results of the relationship between exogenous variables directly or indirectly through intervening variables on endogenous variables, where exogenous variables in this study are organizational culture and work environment, endogenous variable job satisfaction which functions as an intervening and last is performance. The results show that corporate culture and work environment have a significant effect on job satisfaction and performance, then job satisfaction also has a considerable impact on performance. Organizational culture through job satisfaction on performance is stated to have no significant effect, and work environment through job satisfaction has a significant effect on performance.

Based on the conclusions and results of existing research, several suggestions can be put forward that are expected to be helpful for the company and other parties. A strong organizational culture and an ideal work environment will be very capable of increasing job satisfaction and performance, so this needs to be maintained. However, a solid corporate culture has not been able to improve performance if it must first go through job satisfaction. This illustrates the potential for further study regarding the best practice in implementing the best know-how in the private organization on the public agency.

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