The Influence of Job Satisfaction, Organizational Commitment, and Organizational Culture on the Performance of Soldiers at Kodam IV/Diponegoro

Mohammad Zainollah
Master of Management, Universitas Jenderal Achmad Yani, 40531, Indonesia
mohammadzainollah_8521211092@mm.unjani.ac.id

Dr. Ferikawita Magdalena Sembiring, SE., M.Si
Master of Management, Universitas Jenderal Achmad Yani, 40531, Indonesia
ferikawita@mn.unjani.ac.id

Abstract

Performance reflects the outcomes achieved by an organization within a certain period and is closely linked to the performance of its members. To improve member performance, it is important to identify influencing factors such as job satisfaction, organizational commitment, and organizational culture. This quantitative study examines the impact of these factors on the performance of Kodam IV/Diponegoro soldiers, both partially and simultaneously. The study involved 78 respondents selected using the Slovin formula, with data collected through library and field research, and analyzed using SPSS version 25.0. The results show that job satisfaction and organizational commitment do not significantly affect performance, while organizational culture does. A stronger organizational culture is associated with better soldier performance.

Keywords: *job satisfaction; organizational commitment; organizational culture; employee performance*

I. INTRODUCTION

Becoming a part of the Indonesian National Armed Forces (TNI) is not an easy task. Prospective TNI members must go through a series of rigorous tests that not only focus on physical health but also assess and measure their knowledge and insight. This process is not without purpose—it aims to shape graduates who are tanggap, tanggon, and trengginas. Tanggap refers to having a high level of intellect and the ability for self-development; tanggon indicates strong, resilient character; and trengginas refers to having excellent physical condition. These are the fundamental qualities required of a soldier to support the main duties of the TNI. Kodam IV/Diponegoro, short for Komando Daerah Militer IV/Diponegoro, is a regional defense command covering Central Java and the Special Region of Yogyakarta.

Given the importance of performance within an institution in achieving its vision, this is supported by Budiasa's concept that human resources play a critical role in realizing the established vision, mission, and objectives of an organization. Human resources are also vital in determining actual achievements using available resources. Furthermore, the success and

sustainability of an organization depend on the contribution and performance of its human resources—both in terms of work quality, work quantity, and timeliness in completing tasks—all of which support organizational performance and goal attainment. The demand for high performance from each individual to reach institutional objectives shows that improving performance is a serious concern across all institutions.

Research conducted by Endik and Herni tested and analyzed the influence of job satisfaction and organizational commitment on performance. Their findings show that both job satisfaction and organizational commitment have a significant effect on performance. Similarly, Mardiyana et al. found that the more satisfied employees are with their work, the better their performance. Conversely, dissatisfaction can result in lower performance. According to the job characteristics approach, job satisfaction is primarily determined by the nature of the job or the characteristics of the organization in which individuals work. Job satisfaction is heavily influenced by the comparison between what the job provides and what employees contribute to it. The higher the employee's commitment to the organization, the better their performance will be.

In addition to job satisfaction and organizational commitment, which have proven to influence performance, organizational culture is also an interesting factor to study, especially within military institutions. Many experts have noted that organizational culture can be a foundation for improving performance and is a key to an organization's success. The cultural values that guide the TNI are embedded in the Sapta Marga and the Soldier's Oath.

II. LITERATURE REVIEW

II.1 Job Satisfaction

Job satisfaction essentially represents employees' positive feelings toward their job or job situation. According to Mangkunegara, job satisfaction is a feeling that supports or does not support an employee in relation to their work or their personal condition. In essence, job satisfaction is a positive feeling about one's job, resulting from the evaluation of its characteristics. An individual with a high level of job satisfaction tends to have positive feelings about their job, while someone who is dissatisfied will have negative feelings. Indicators for measuring job satisfaction include: employee turnover, absenteeism rate, job level, and organization size.

II.2. Organizational Commitment

Organizational commitment is most commonly defined as a strong desire to remain part of an organization, a willingness to work hard in line with organizational goals, and acceptance of organizational values and objectives. In other words, it is an attitude that reflects employee loyalty to the organization and an ongoing process where members show their concern for the success and sustainability of the organization. According to Edison et al., employee commitment refers to the extent to which employees are involved, accept the work environment, and strive to contribute and serve the organization. Employees with high

commitment usually demonstrate high levels of engagement in both attitude and behavior. Meyer and Allen, as cited by Edison, categorize commitment into three components that will be used as indicators in this research: affective commitment, continuance commitment, and normative commitment.

II.3. Organizational Culture

Organizational culture refers to the values considered important and believed to be true by members of an organization, serving as a foundation for addressing internal and external challenges. It represents the philosophy originally created by the founders of an organization and further developed into behavioral guidelines for employees. According to Kreitner and Kinicki, organizational culture is a set of assumptions accepted implicitly by group members, shaping how they feel, think, and react to various environments. Sedarmayanti defines organizational culture as shared beliefs, attitudes, and values that develop within an organization. Simply put, culture is "how we do things here." Darodjat adds that organizational culture comprises a system of values, beliefs, assumptions, or norms that have been established over time, agreed upon, and followed by members of an organization as guidance in behavior and problem-solving. The key characteristics of organizational culture include innovation and risk-taking, attention to detail, result orientation, people orientation, team orientation, aggressiveness, and stability.

II.4. Performance

Performance, or performance management, refers to the process of managing organizational activities to achieve goals. The sustainability of an organization depends on its ability to reach these goals, making performance management essential in every organizational context. It emphasizes both the execution process and the outcomes of work. According to Edison, performance is the result of a process that serves as a reference and benchmark over a certain period based on predetermined agreements. Hasibuan defines performance as the output achieved by an individual in completing tasks assigned to them, depending on their competence, experience, dedication, and time. According to Edison, the dimensions supporting performance include achievement of targets, quality of work, timeliness, and compliance with organizational standards.

II.6 Hypotheses

Based on the literature review, job satisfaction, organizational commitment, organizational culture, and soldier performance have been explained. These concepts form the basis of the conceptual framework developed by the author in this study.

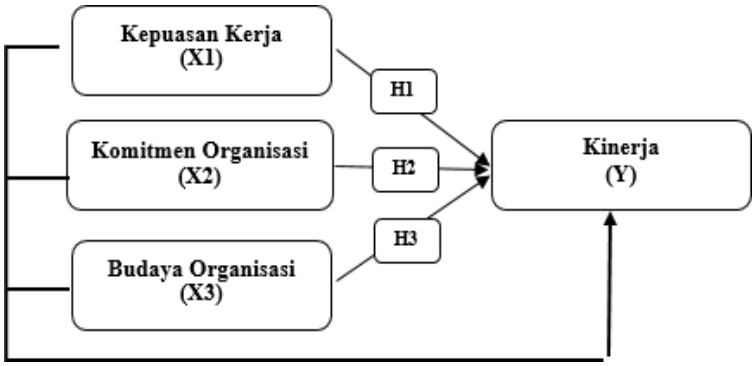

Figure 1. Research Paradigm

The hypotheses in this study are:

Hypothesis 1:

Job satisfaction has a positive effect on the performance of soldiers at Kodam IV/Diponegoro.

Hypothesis 2:

Organizational commitment has a positive effect on the performance of soldiers at Kodam IV/Diponegoro.

Hypothesis 3:

Organizational culture has a positive effect on the performance of soldiers at Kodam IV/Diponegoro.

Hypothesis 4:

Job satisfaction, organizational commitment, and organizational culture simultaneously influence the performance of soldiers at Kodam IV/Diponegoro.

III. RESEARCH METHOD

This study emphasizes the influence of job satisfaction, organizational commitment, and organizational culture on the performance of soldiers at Kodam IV/Diponegoro, using a quantitative research method. This approach addresses problems based on numerical data and involves statistical analysis to draw conclusions and provide recommendations. According to Sugiyono, quantitative research methods are grounded in positivist philosophy and are used to study specific populations or samples, using research instruments to collect data, and statistical or quantitative analysis to test predetermined hypotheses.

The study uses four research variables, consisting of three independent variables: job satisfaction, organizational commitment, and organizational culture, and one dependent variable: performance. Sampling was conducted using simple random sampling, with the number of respondents determined using Slovin's formula, resulting in a sample of 78 soldiers. The reason for selecting soldiers as the sample is due to their essential role in supporting the unit’s technical military operations, which must align with their main duties and functions. Therefore, enlisted soldiers are expected to fully master their primary tasks as members of the Indonesian Army (TNI AD).

Data collection techniques are a critical step in research, as the main objective is to obtain accurate data (Sugiyono). In this study, several techniques were used, including questionnaires distributed to respondents, containing both negative and positive statements. Respondents rated the statements on a scale: a score of 1 indicates a very negative response, 3 indicates a neutral or moderate response, and 5 indicates a very positive response. Each response was then given a corresponding score.

The data analysis methods used in this research are descriptive and associative methods. The descriptive method is used to determine the value of a variable without comparing or linking it to other variables. In contrast, the associative method is used to identify relationships between two or more variables.

IV. RESEARCH RESULTS AND DISCUSSION

To determine the levels of job satisfaction, organizational commitment, organizational culture, and the performance of soldiers at Kodam IV/Diponegoro, the researcher distributed questionnaires to 78 respondents and conducted instrument testing, including validity and reliability assessments, using SPSS software. The results indicated that all items in the job satisfaction questionnaire were valid and reliable. Once the instruments were confirmed to be accurate, the researcher proceeded with data analysis to measure the actual levels of each variable.

The findings revealed that job satisfaction among Kodam IV/Diponegoro soldiers is categorized as "very satisfied." This reflects a high degree of satisfaction, as evidenced by a very low desire to resign, minimal absenteeism, alignment between skills and job requirements, and smooth communication and coordination within the team. Furthermore, the level of organizational commitment is considered "very strong," suggesting that soldiers possess a strong intention to remain within the unit, demonstrating loyalty, continuous involvement, and a deep concern for the organization.

Similarly, the organizational culture is also classified as "very strong." This indicates that the values, norms, and beliefs promoted within the organization are well-internalized and consistently practiced by its members, helping guide appropriate behavior and fostering a shared understanding of acceptable conduct. The performance of the soldiers is rated as "very good," which implies that their work outcomes meet or exceed the standards set by the unit, with strong indications of goal orientation, time efficiency, transparency, and accountability.

To analyze the influence of job satisfaction, organizational commitment, and organizational culture—both individually and collectively—on the performance of the soldiers, the researcher conducted classical assumption tests required for multiple regression analysis. The normality, multicollinearity, and heteroscedasticity tests all met the criteria, confirming the data’s suitability for further statistical analysis.

Table 1. Data Processing Results

Variable	t-count	t-table	Sig. Value	α (Alpha)
Job Satisfaction	-1.672	1.665	0.090	0.05
Organizational Commitment	1.498	1.665	0.070	0.05
Organizational Culture	2.104	1.665	0.030	0.05

The Effect of Job Satisfaction on the Performance of Soldiers at Kodam IV/Diponegoro.

The T-test value for job satisfaction on soldier performance at Kodam IV/Diponegoro is -1.672 with a significance level of 0.09. Since the significance value is greater than 0.05 (0.09 > 0.05) and the t-count is less than the t-table value (-1.672 < 1.665), it means that H_o is accepted. It is therefore concluded that job satisfaction has no effect on the performance of soldiers at Kodam IV/Diponegoro.

The Effect of Organizational Commitment on the Performance of Soldiers at Kodam IV/Diponegoro

The T-test value for organizational commitment on soldier performance at Kodam IV/Diponegoro is 1.498 with a significance level of 0.07. Since the significance value is greater than 0.05 (0.07 > 0.05) and the t-count is less than the t-table value (1.498 < 1.665), it means that H_o is accepted. It is therefore concluded that organizational commitment has no effect on the performance of soldiers at Kodam IV/Diponegoro.

The Effect of Organizational Culture on the Performance of Soldiers at Kodam IV/Diponegoro

The T-test value for organizational culture on soldier performance at Kodam IV/Diponegoro is 2.104 with a significance level of 0.03. Since the significance value is less than 0.05 (0.03 < 0.05) and the t-count is greater than the t-table value (2.104 > 1.665), it means that H_o is rejected. It is therefore concluded that organizational culture affects the performance of soldiers at Kodam IV/Diponegoro.

In this study, a simultaneous test was conducted to determine the joint effect of job satisfaction, organizational commitment, and organizational culture on the performance of soldiers at Kodam IV/Diponegoro. The criterion for the simultaneous test is: if the F-count value is greater than the F-table value, then H_o is rejected and H_a is accepted; otherwise, if it is less than or equal, H_o is accepted and H_a is rejected.

Table 2. F-Test Results

Variables	F-Calculated	F-Table	Sig.	Prob.	Conclusion
Job Satisfaction, Organizational Commitment, Organizational Culture, and Performance	4.74	2.73	0.004	0.05	Significant Influence

The criteria in this simultaneous test are as follows: if the value of F-calculated is greater than F-table, then H_o is rejected and H_a is accepted; if it is less than or equal to F-table, then H_o is accepted and H_a is rejected. From the table above, it can be seen that the F-calculated value is 4.739, while the F-table value is 2.73. Since F-calculated > F-table (4.739 > 2.73) and the significance value is 0.004 < 0.05, it means that H_o is rejected and H_a is accepted. Thus, job satisfaction, organizational commitment, and organizational culture have a simultaneous effect on the performance of soldiers in Kodam IV/Diponegoro.

This study also measures the extent to which the model can explain the dependent variable. This is presented in the table below:

Table 3. Coefficient Determination

Model Summaryb					
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**	**Durbin-Watson**
1	.401a	0,161	0,127	2,23319	1,855
a. Predictors: (Constant), X3, X1, X2					
b. Dependent Variable: Y					

Based on the calculation results in the table above using SPSS version 25, it shows that the R Square (R^2) value is 0.161 or 16.1%. This means that 16.1% of the performance of soldiers in Kodam IV/Diponegoro can be explained by the variables of job satisfaction, organizational commitment, and organizational culture. In other words, these variables have an influence on soldier performance amounting to 16.1%, which indicates a low but certain level of influence. The remaining 83.9% is influenced by other factors that were not examined in this study.

V. CONCLUSION AND SUGGESTIONS

Conclusion

Based on the results and discussion of the study, several conclusions can be drawn regarding the influence of job satisfaction, organizational commitment, and organizational culture on the performance of soldiers in Kodam IV/Diponegoro. First, job satisfaction among the soldiers is categorized as “very satisfied,” indicating that they have positive feelings toward their duties. Similarly, organizational commitment is also considered “very strong,” reflecting the soldiers' loyalty and desire to remain a part of the unit. The organizational culture within Kodam IV/Diponegoro is likewise perceived as “very strong,” suggesting that shared values are well implemented in the soldiers' daily routines. Overall, the performance of the soldiers is rated as “very good,” meaning their work outcomes align with the expectations of the organization. Despite these generally positive findings, the analysis reveals that job satisfaction and organizational commitment do not have a significant effect on soldiers’ performance. However, organizational culture does have a significant influence

on performance. When tested simultaneously, the variables of job satisfaction, organizational commitment, and organizational culture collectively affect the performance of the soldiers.

Suggestions

In line with these findings, several suggestions are proposed. For the soldiers of Kodam IV/Diponegoro, although job satisfaction is high, it is advisable to continuously balance demanding work tasks with a comfortable working environment. This can help maintain or improve satisfaction levels. The strong commitment demonstrated by soldiers through their behavior and attitudes should be sustained, as it plays a key role in achieving both organizational and national goals. Moreover, the positive organizational culture should continue to be promoted and applied in daily operations. Even though performance levels are already high, the researcher recommends that all achievements be pursued with integrity, transparency, and accountability. For future researchers, this study may serve as a useful reference or comparison. However, it has limitations, particularly in its focus on only three independent variables. Future research should consider expanding the theoretical framework, incorporating additional variables—such as intervening or moderating factors—and using the latest literature to enrich understanding of the determinants of employee performance.

Ask ChatGPT

REFERENCES

Adamy, M. (2016). Manajemen Sumber Daya Manusia Teori, Praktek dan Penelitian. Ljokseusemawe: UNIMAL Press.

Agustin, F. (2019). Strategi Manajemen Sumber Daya Manusia. Medan: UISU Press. Budiasa,

Desilia Purnama Dewi, H. (2019). Manajemen Sumber Daya Manusia. Tanggerang Selatan: Unpam Press.

Emron Edison, d. (2017). Manajemen Sumber Daya Manusia Strategi dan Perubahan dalam Rangka Meningkatkan Kinerja Pegawai dan Organiasi. Bandung: Alfabeta.

Enny, M. (2019). Manajemen Sumber Daya Manusia. Suarabaya Jawa Timur: UBHARA Manajemen Press.

Fahmi, I. (2015). Manajemen Kinerja teori dan aplikasi. Bandung: Alfabeta.

Huseno, T. (2016). Kinerja Pegawai, Tujuan dari Dimensi Kepemimpinan, Misi Organisasi, Budaya Organisasi, dan Kepuasan Kerja. Malang: Media Nusa Kreatif.

Indrasari, M. (2017). Kepuasan Kerja dan Manajemen Kinerja, Tinjauan dari Iklim Organisasi, Kreativitas Individu, dan Karakteristik Pekerjaan. Yogyakarta: Indomedia Pustaka.

Janie, D. N. (2012). Statistik Deskriptif dan Regresi Linier Berganda Dengan SPSS. Semarang: Semarang University Pers.

Kasmir. (2016). Manajemen Sumber Daya Manusia Teori dan Praktek. Jakarta: Rajawali Pers.

Luthans. (2006). Perilaku Organisasi. Yoguakarta: Andi.

Marwansyah. (2012). Manajemen Sumber Daya Manusia. Bandung: Alfabeta.

Moeheriono. (2010). Pengukuran Kinerja Berbasis Kompetensi. Bogor: Ghalia Indonesia.

Muhdar. (2015). Organizational Citizenship Behavior Perusahaan. Gorontalo: Sultan Amal Pres.

Priyono, M. (2008). Manajemen Sumber Daya Manusia. Surabaya: Zifatama Publisher.

Ria Mardiana Yusuf, D. S. (2017). Komitmen Organisasi Definisi Dipengaruhi dan Mempengaruhi. Makasar: Nas Media Pustaka.

Rivai, V. (2010). Manajemen Sumber daya manusia untuk perusahaan dari teori da ke praktik. Jakarta: Raja Grafindo.

Robbins, S. P. (2008). Perilaku Organisasi. Jakarta: Salemba Empat. Robbins,

Sedarmayanti. (2007). Manajemen Sumber Daya Manusia Reformasi Birokrasi dan Manajemen Pegawai Negeri Sipil. Bandung: PT Refika Aditama.

Sugiyono. (2016). Metode Penelitian Kuantitatif kualitatif dan R&D. Bandung: Alfabeta.

Supardi. (2103). Aplikasi Statistika Dalam Penelitian Konsep Satatistika Yang Lebih Komprehensif. Jakarta: Change Publication.

Susetyo. (2010). Statistika Untuk Analisis Data Penelitian. Bandung: PT Refka Aditama.

Sutrisno, E. (2017). Manajeme Sumber Daya Manusia. Jakarta: Kencana.

Tsauri, S. (2014). Manajemen Kinerja (Peformance Management). Mangli Jember: STAIN Jember Press.

Umi Farida, S. H. (2016). Manajemen Sumber Daya Manusia II. Ponogoro: UNMUH Ponogoro Press.

Wahyudi, R. S. (2020). Komitmen Organisasi kajian: Manajemen Sumber Daya Manusia. Pamulang Tanggerang Selatan: UNPAM Press.

Wibowo. (2011). Manajemen Kinerja. Jakarta: Grafindo Persada.