

The Effect of Organizational Commitment and Organizational Culture on Employee Performance through Employee Satisfaction (Study of Gondanglegi Islamic Hospital of Malang)

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Abstract

Employee performance is the quantity or quality of the work of an individual or group within the organization in carrying out the main tasks and functions that are guided by the norm, the standard of procedure and the criteria that have been established or applied in the organization. The aim of this research is (1) description of organizational commitment variable, organizational culture, job satisfaction and employee performance at gondanglegi malang hospital, (2) direct influence of organizational commitment, organizational culture and job satisfaction on employee performance, Indirect influence of organizational commitment and organizational culture on employee performance through employee job satisfaction. Analyzer used in this research is path analysis (Path Analysis). The results of the study shows that (a) organizational commitment and organizational culture have a significant influence on job satisfaction (b) organizational commitment and organizational culture have a significant effect on employee performance (c) job satisfaction has no significant effect on employee performance (d) organizational commitment and organizational culture have significant influence on employee performance through employee job satisfaction.

Keywords: Gondanglegi Islamic Hospital, Organizational Commitment, Organizational Culture, Job Satisfaction, Employee Performance.

1. Introduction

The era globalization, patient dissatisfaction is most often expressed in access to attitudes and behavior of hospital staff, in-between: late service of doctors or nurses, doctors difficult to find, doctors aren't communicative and informative, admission process, aspects of "hotel" service at the hospital, as well as the orderliness and cleanliness of the hospital environment. Employee performance is the quantity or quality of the work of an individual or group within the organization in carrying out the main tasks and functions that are guided by the norms, operational standards of the procedures of the criteria and the measures established or applicable in the organization Torang, (2012).

Based on the Indonesian Corruption Watch (ICW) NGOs the results show that as many as 65.4 percent of female patients undergoing hospitalization complain about the attitude of nurses who are less friendly and sympathetic to them. In addition, patients also complained about administrative arrangements that are considered complicated (28.4 percent) and have a long queue (46.9 percent). On average, administrative time for one patient can spend as much as 1 hour 45 minutes Kompas, (2009).

Employee performance is the level of achievement of the implementation of an activity in realizing organizational goals. According to Siagian, (2002) many factors affect employee performance. Some of these factors are organizational commitment, organizational culture, and job satisfaction. This is considering because some of these factors can improve employee performance in achieving the goals of an organization.

In general, companies with employees excellent have employees who feel their job satisfaction, where employee feels a need and believe that the work that has a lot of potential is highly desirable, so that employees will improve the quality of service or performance to the maximum argues Akehurst et al., (2009); Munhurrin et al., (2010). Previous studies Hsiao and Chen, (2012); Boles et al. (2007); and Luqman et al. (2012) conclude that organizational commitment has a positive and significant influence on employee job satisfaction, employees will be more committed to the organization if they are satisfied with their work. And then FX Sugiyanto et al, (2001) describe the influence of corporate culture on employee performance at PT. Pura Barutama Kudus.

Based on the results of pre-survey interviews some employees of Gondanglegi Islamic Hospital of Malang by asking the question of job satisfaction, mostly argue less satisfied because most employees are often asked to work hard but the reward received from the management is very less, there has been no increase incentives, services equally shared with the system, not considering workload and job responsibilities or risks and often paid late, most employees judge that management is reluctant to accept employee feedback and when there an incident the employee feels the management is not helping or protecting employees, so often they feel desolate. The importance of other issues are examined, now the hospital is in a state of development and experienced an increase in new employees which could be a problem on how the job satisfaction on the employee's performance.

The private health sector has been selected for this study because they are innovators in the field, especially in implementing processes to improve employee performance. In connection with this purpose of this study is to know the impact of private health sector Islamic hospital gondanglegi. The main objectives of this research are;

- a. to describe organizational commitment, organizational culture, job satisfaction and employee performance at Gondanglegi Islamic Hospital of Malang?
- b. to investigate the influence of organizational commitment and culture of organization to job satisfaction?
- c. to investigate the influence of organizational commitment, organizational culture and job satisfaction on employee performance?
- d. to investigate the influence indirect of organizational commitment and organizational culture through job satisfaction on employee performance at hospital?

2. Methodology

2.1 Conceptual Model

There are many factors that affect employee performance. Some of these factors are organizational commitment, organizational culture, and job satisfaction Siagian, (2002). Organizational commitment as the relative strength of individual identification and involvement in specific organizations, including trust, support for organizational goals and values, and a strong desire to use genuine efforts for the benefit of the organization, and a strong willingness to maintain membership in the organization Mowday et al., (1982). Corporate culture involves with social expectations and standards as well as the values and beliefs that individuals hold central and that bind organisational groups Zain et al., (2009). The collection of feelings and beliefs that people have about their current jobs and another factor in the organization that can affect the level of job satisfaction is the motivation and clarity of the role argues George and Jones, (2008); Nahusona et al.,(2004).

This research uses quantitative approach with descriptive and explanative research type. According to Creswell (2013), "quantitative research methods are methods to test certain theories by examining relationships between variables". Descriptive analysis contains the topic of the eskriptif related responses given by the respondents to the questionnaire. The explanative nature of this research is used to explain the magnitude of direct influence of Organizational Commitment (X_1) and Organizational Culture (X_2) through Employee Satisfaction (Z), and explain the direct and indirect influence of Organizational Commitment (X_1), Organizational Culture (X_2)) and Employee Satisfaction (X_3) on Hospital Employee Performance (Y). The research design can be seen in Figure 2.1 as following.

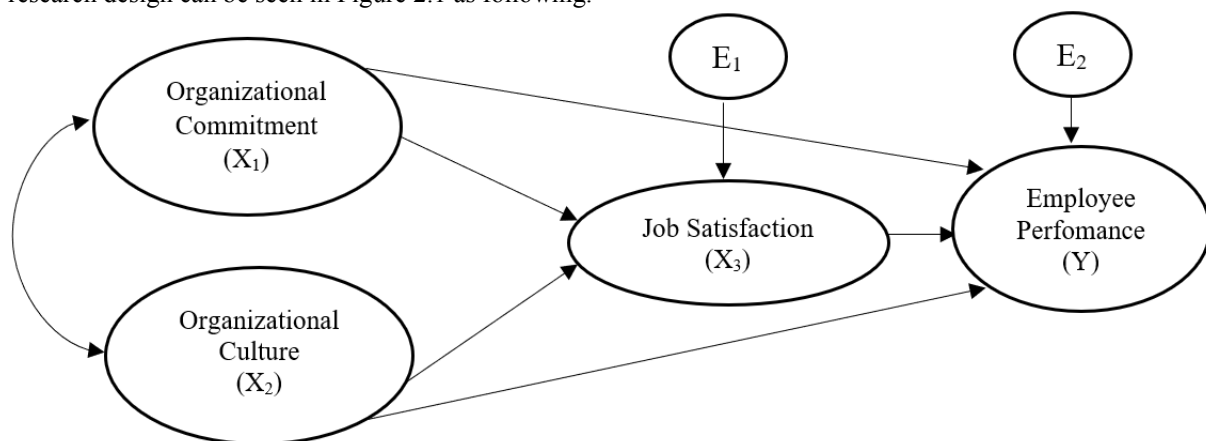


Figure 2.1 Research design

Figure 2.1, shows the conceptual framework that has been developed by integrating variables in this study. As for to equate opinions and perspective between researchers and readers in viewing the results of this study, it is necessary to affirm some of the terms as follows:

a. Organizational Commitment

Organizational commitment as the relative strength of individual identification and involvement in specific organizations, including trust, support for organizational goals and values, and a strong desire to use genuine efforts for the benefit of the organization, and a strong willingness to maintain membership in the organization . Committed employees are more likely to be responsible for service delivery Ping et al., (2012). Organizational commitment are indicated by the acceptance of organizational values and goals, loyalty, preparedness and willingness to try earnestly.

b. Organizational Culture

Organizational culture is a tool in interpreting the life and behavior of its organization. Robbins, (2007) argues that organizational culture is a perception shared by members of the organization or a system of shared meanings

appreciated by the organization. Organizational culture are indicated by individual initiatives, tolerance of risky action, direction, integration, leadership support, control, identity, rewarding, conflict tolerance, and communication patterns.

c. Employee Performance

Performance management is the management of creating relationships and ensuring effective communication. Employee performance is the quantity or quality of the work of an individual or group within the organization in carrying out the main tasks and functions that are guided by norms, standard of procedure and predetermined or applicable measure in organization Torang, (2012). The employee performance are indicated by input, output, results, benefits, and impact.

d. Job Satisfaction

Job satisfaction is the attitude shown by each employee in carrying out the duties or responsibilities given by the organization. Organizational Behavior in detail as a dimension of job satisfaction, and is the development of the three previous dimensions, namely: the job, salary, promotion opportunities, supervisors, and colleagues Luthans, (2006). The employee satisfaction are indicated by psychological factors, social factors, physical factors, and financial factors.

2.2 Sampling frame and data collection

Gondanglegi Islamic Hospital is chosen to be the population of the current study. The population consists of 161 paramedical employees of the hospital. Sampling technique in this research use probability sampling. Probability sampling is a sampling technique that provides equal opportunity for each member of the population to be elected as sample member. Type of probability sampling used in this study is proportionate random sampling that each employee is taken at random and stratified proportionally. This is done because the members of the population are heterogeneous. Researchers used the Slovin formula in Riduwan, (2005) as follows:

$n = \text{sample}$

$N = \text{population}$

$D = \text{precision value of 95\% or sig.} = 0.05$

$N = 191/191 (0.05)^2 + 1$

$= 161$ (paramedical employees)

2.3 Data gathering instruments

a. Questionnaire

Questionnaires in this study were used to obtain data on organizational commitment, organizational culture, employee job satisfaction and employee performance. Respondents were asked to assess the extent to which the performance of each measurement is actually achieved using a 5-point Likert scale. Completed questionnaires were conducted on all paramedical employees of respondents from 4 (four) groups of respondents ie groups of doctors, nurses, medical supporters and administrative staff.

b. Documentation

Documentation method is to find data about things in the form of notes, transcripts, books, newspapers, magazines, etc. This method is used to obtain data about the general picture and number of employees of Gondanglegi Islamic Hospital of Malang.

c. Observation

Data collection is done by understanding the activities that take place, explaining who the people involved in an activity, understand the meaning of an event, and describe the settings that occur in an activity. observation is done by the researcher himself by using the checklist that has been prepared beforehand. The checklist is arranged in relation to the topic of paramedical employee performance at Gondanglegi Islamic Hospital of Malang.

2.4 Data analysis techniques

The collected data is analyzed by using SPSS statistical package for windows. SPSS is widely used program for statistical analysis in social sciences. To ensure that this study actually measures what is set to be measured and to ensure that the findings reflect accurate measures of the five variables, information on validity and reliability is considered. Further statistical calculations such as correlation and regression are done to answer research questions.

2.5 Results

2.5.1 Descriptive Analysis

a. Organizational Commitment

Based on the results of descriptive analysis in Table 2.5.1, there were 10.23 percent of respondents have very low in organizational commitment to the hospital. While as many as 81.79 percent of respondents have high

organizational commitment to the hospital. The remaining 7.96 percent of respondents have low organizational commitment to the hospital.

Table 2.5.1 Answer Respondents Variable Organizational Commitment

Category	Average Value	Percentage (%)
1. Very Low	<2,0	10,23
2. Low	2,01 – 3,0	7,96
3. High	3,01 – 4,0	81,79
4. Very High	>4,0	0
Total		100

Source: Primary data Processed 2017

b. Organizational Culture

Based on the results of descriptive analysis in Table 2.5.2, there are 19.90 percent of respondents have low in respondents organizational culture of the hospital. While as many as 80.09 percent of respondents have high respondents to organizational culture of the hospital.

Table 2.5.2 Answer Respondents Variable Organizational Culture

Category	Average Value	Percentage (%)
1. Very Low	<2,0	0
2. Low	2,01 – 3,0	19,90
3. High	3,01 – 4,0	80,09
4. Very High	>4,0	0
Total		100

Source: Primary data Processed 2017

c. Job Satisfaction

Based on the results of descriptive analysis in Table 2.5.3, there are 45.45 percent of respondents have low in respondents to job satisfaction of the hospital. While as many as 54.55 percent of respondents have high response to job satisfaction of the hospital.

Table 2.5.3 Answer Respondents Variable Job Satisfaction

Category	Average Value	Percentage (%)
1. Very Low	<2,0	0
2. Low	2,01 – 3,0	45,45
3. High	3,01 – 4,0	54,55
4. Very High	>4,0	0
Total		100

Source: Primary data Processed 2017

d. Employee Performance

Based on the results of descriptive analysis in Table 2.5.4, there are 6.24 percent of respondents have very low employee performance on the hospital. While as many as 81.00 percent of respondents have high the employee's performance against the hospital. The remaining 12.74 percent of respondents have low the employee performance to the hospital.

Table 2.5.4 Answer Respondents Variable Employee Performance

Category	Average Value	Percentage (%)
1. Very Low	<2,0	6,24
2. Low	2,01 – 3,0	12,74
3. High	3,01 – 4,0	81,00
4. Very High	>4,0	0
Total		100

Source: Primary data Processed 2017

2.5.2 Inferential Analysis

Alpha Cronbach is the most common measure of internal consistency ("Reliability"). This is often used when we have some Likert questions in a survey / questionnaire that make up the scale and we want to determine if the scale is reliable. Because the questionnaire consisted of 29 questions to measure the independent variable and 10 questions to measure the dependent variable, the independent variable reliability of the question and the dependent variable of the question were tested separately using Cronbach alpha.

The questionnaire is acceptable if the Cronbach alpha is greater than 0.60. Since Cronbach's alpha is 0.860 for the independent variable and 0.962 for the dependent variable, it indicates that internal consistency is at an acceptable level for the selected scale. Thus, the following alternative hypothesis is proposed to identify the relationship between the variables as follows:

H1: Organizational commitment has a positive and significant impact on job satisfaction.

- H2: Organizational culture has a positive and significant impact on job satisfaction.
- H3: Job satisfaction has a positive and significant effect on employee performance.
- H4: Organizational commitment has a positive and significant impact on employee performance.
- H5: Organizational culture has a positive and significant impact on employee performance.
- H6: Organizational commitment through job satisfaction has a positive and significant impact on employee performance.
- H7: Organizational culture through job satisfaction has a positive and significant impact on employee performance.

Hypothesis testing in this research using path analysis. to test the proposed hypothesis, is done by testing the path coefficient of each variable. The result of path analysis is summarized by appendix in Table 2.5.5 as follows:

Table 2.5.5 Hypothesis Test Results Results

Model	Beta	t	R Square	Sig
Organizational commitment (X1) job satisfaction (X3)	0,529	8,008	0,550	0,000
Organizational culture (X2) job satisfaction (X3)	0,294	4,450	0,550	0,000
job satisfaction (X3) employee performance (Y)	0,018	5,206	0,475	0,836
Organizational commitment (X1) employee performance (Y)	0,442	4,125	0,475	0,000
Organizational culture (X2) employee performance (Y)	0,313	0,208	0,475	0,000

Source: Primary Data Processed 2017

1. Hypothesis Test 1

H1 hypothesis shows that organizational commitment has positive effect on job satisfaction. It can be seen from Table 2.5.5 that the path coefficient value of 0,529 with $p = 0.330$ ($p < 0.05$) is significant. Thus hypothesis 1 which expresses organizational commitment has a positive effect on job satisfaction accepted.

2. Hypothesis Test 2

H2 hypothesis shows that organizational culture has positive effect on job satisfaction. It can be seen from Table 2.5.5 that the path coefficient value of 0.294 with $p = 0.000$ ($p < 0.05$) is significant. Thus hypothesis 2 which expresses organizational culture has a positive influence on job satisfaction is accepted.

3. Hypothesis Test 3

H3 hypothesis shows that job satisfaction has positive effect on employee performance. It can be seen from Table 2.5.5 that the path coefficient value of minus 0,018 with $p = 0,000$ ($p < 0.05$) is not significant. Thus hypothesis 3 which expresses job satisfaction has a positive effect on employee performance is rejected.

4. Hypothesis Test 4

H4 hypothesis shows that organizational commitment has positive effect on employee performance performance. It can be seen from Table 2.5.5 that the path coefficient value of 0.442 with $p = 0,000$ ($p < 0.05$) is significant. Thus hypothesis 4 which expresses organizational commitment has a positive effect on employee performance is accepted.

5. Hypothesis Test 5

H5 hypothesis shows that organizational culture has positive influence on employee performance. It can be seen from Table 2.5.5 that the path coefficient value of 0.313 with $p = 0.836$ ($p > 0.05$) is significant. Thus the hypothesis 5 which expresses the organizational culture has a positive influence on employee performance is accepted.

Testing Direct and Indirect Influence on Organizational Commitment, Organizational Culture, Job Satisfaction and Employee Performance

Result of hypothesis test 6 and hypothesis 7 which show influence of each variable either direct influence or indirect influence can be shown in Figure 2.5.1 as follows:.



Explanation Figure 2.5.1 on the influence of organizational commitment and organizational culture on job satisfaction and employee performance. Figure 2.5.1 Analysis Results

$$e1 = (1 - R^2) = (1 - 0,550) = 0,450$$

$$e2 = (1 - R^2) = (1 - 0,475) = 0,525$$

Table 2.5.6 Result of hypothesis test 6 and hypothesis 7

	Direct Effect	Indirect Effect	Total Effect
PX ₃ X ₁	0,279		0,280
PX ₃ X ₂	0,086		0,086
PX ₃ Y	0,0003		0,0003
PYX ₁ Indirect effect (via X ₃) Direct and indirect effect		0,092	0,092
PYX ₂ Indirect effect (via X ₃) Direct and indirect effect		0,092	0,092

Source: Primary Data Processed 2017

From Table 2.5.6 is known to test the direct effect for testing the coefficient of path between organizational commitment to job satisfaction is organizational commitment variable (X₁) has a positive effect directly on job satisfaction (X₃) of 27.9%. While the direct influence test for the path coefficient test between the organizational culture to job satisfaction is the organizational culture variable (X₂) directly affect the job satisfaction (X₃) of 8.6%.

To test the direct effect of path coefficient between organizational commitment to work performance is organizational commitment variable (X₁) positive effect directly to work performance (Y) equal to 29,4%, while for coefficient test of indirect effect of variable of organizational commitment (X₁) through job satisfaction (X₃) on work performance (Y) is equal to 0,092%. This means that the indirect effect is less than the direct effect.

To test the direct effect for testing the coefficient of path between organizational culture to work performance is organizational culture variable (X₂) positive effect directly to work performance (Y) equal to 3,13%, while for coefficient test of indirect effect of variable of organizational commitment (X₁) through job satisfaction (X₃) on work performance (Y) amounted to 0,092%. This means that direct influence is less than indirect influence.

Table 2.5.7 Calculation of Direct Effect and Indirect Influence Organizational Commitment, Organizational Culture, Job Satisfaction and Employee Performance

Num	Direct Effect	Indirect Effect				Total	Percentage (%)
		X ₁	X ₂	X ₃	Subtotal		
X ₁	0,279		0,081	0,005	0,086	0,365	36,5
X ₂	0,086	0,081		0,003	0,084	0,170	1,70
X ₃	0,0003	0,005	0,003		0,008	0,0083	0,08
Total	0,383	0,086	0,084	0,008	0,178	0,543	54,3

Source: Primary Data Processed 2017

Partially, the result of calculation of statistical test of path analysis in table 2.5.7 shows the direct influence of organizational commitment (X₁) on employee performance (Y) 0,279 (27,9%) and indirect influence of organizational culture on employee performance through job satisfaction (X₃) and organizational culture (X₂) of 0.086 (8.6%). Thus, the influence of total sub total organizational commitment on employee performance is 0,365 (36,5%). This means that employee performance can be explained by 36.5% organizational commitment variable.

The direct influence of organizational culture (X₂) on employee performance (Y) is 0,086 (8,6%) and

indirect effect of job satisfaction on employee performance through organizational commitment (X_1) and job satisfaction (X_3) equal to 0,084 (8,4%) . Thus, the influence of total sub total job satisfaction on employee performance of 0.170 (1.70%). This means that employee performance can be explained by the organizational culture variable of 1.70%.

The direct influence of job satisfaction (X_3) on employee performance (Y) is 0.0003 (0,003%) and indirect effect of job satisfaction to employees performance through organizational commitment (X_1) and organizational culture (X_2) 0,008 (0,8%) . Thus, the influence of total sub total job satisfaction on employee performance of 0.0083 (0.08%). This means that employee performance can be explained by job satisfaction variable of 0.08%.

The cumulative effect of organizational commitment variable (X_1), organizational culture (X_2) and job satisfaction (X_3) on employee performance is 54,3% and the influence of other variables outside the three variables is 0,467 (46,7%). It also indicates that there are still many other variables that affect job satisfaction beyond the variable organizational commitment and organizational culture that require further research.

3. Discussion

3.1 Description Organizational Commitment, Organizational Culture, Job Satisfaction and Employee Performance at Gondanglegi Islamic Hospital of Malang

The findings from chapter 2 that have been described, The analysis shows that organizational commitment variable has an average total value of 3.17, so it can be concluded that organizational commitment variable is high category. And then the analysis shows that organizational culture variable has an average total value of 3.22, so it can be concluded that the organizational culture variable is high category. The analysis shows that job satisfaction variable has an average total value of 3.15, so it can be concluded that job satisfaction variable is high category. The analysis shows that employee performance variable has an average total value of 3.15, so it can be concluded that employee performance variable is high category.

The descriptions, it can be concluded that variables of organizational commitment, organizational culture, job satisfaction and employee performance get high category average of paramedic employee of gondanglegi islamic hospital malang. It is evident that every good hospital of paramedic employee will influence the improvement or success of hospital staff performance.

3.2 The Influence of Organizational Commitment to Performance of Paramedical Staff of Gondanglegi Islamic Hospital of Malang

The findings from chapter 2 that have been described, it shows that there is significant positive influence between organizational commitment to employee performance. The results show that better of organizational commitment, then the employee committed to an organization or hospital is very good. This finding is agree with the opinions by Robbins and Judge (2007) defines commitment as a condition in which individual sides with the organization as well as its goals and wants to maintain its membership in the organization. An other opinion, Luthans (2006) defines organizational commitment as an attitude that shows employee loyalty and an ongoing process of how the organization member expresses their attention to the success and goodness of the organization.

The study of human resource management, organizational commitment as one of the aspects affecting human behavior in organizations has become important thing that has been much discussed and researched. The research done by Kouzes (1987), showed that high credibility can generate a commitment, and only with high commitment, a government agency capable of producing good performance. another study conducted by McNeese-Smith (1996) showed that organizational commitment was significantly positive as indicated by Pearson (r) value of 0.31 (significant at 0.001 level) on the performance of production employees. So it can be concluded that organizational commitment through employee job satisfaction has a positive and significant impact on employee performance.

3.3 The Influence of Organizational Culture To The Performance Of Paramedical Staff Of Gondanglegi Islam Hospital Of Malang

The findings from chapter 2 that have been described, shows that organizational culture affects the performance of paramedical employees of Gondanglegi islamic hospital malang. The results show that better of organizational culture, then the employee culture to an organization or hospital is very good. This finding is agree with the opinion according to Robbins (2007) argued that organizational culture is a shared perception shared by members of the organization or system of shared meanings appreciated by the organization. Therefore, in today's of globalization, the company has own consequences to adaptation of company's, organizational culture to provide the best performance for the external environment and produce a good system within internal environment.

A positive organizational culture will better impact on the organization. Conversely, negative organizational culture will negatively impact the organization.. Therefore, if a good organizational culture then the performance

to be achieved would also be good. This is supported by research conducted fajrina (2009) which concluded that organizational culture has a positive effect on organizational performance. So it can be concluded that organizational culture will affect the performance of paramedical employees of Gondanglegi islamic hospital malang.

3.4 Influence of Job Satisfaction To The Performance Of Paramedical Worker Of Gondanglegi Islam Hospital Of Malang

The findings from chapter 2 that have been described, shows that there is not positive and significant influence between job satisfaction on employee performance. The findings contradict with opinions by Dole and Schroeder (2001), job satisfaction can be defined as the feelings and reactions of individuals to their work environment. In essence, job satisfaction is closely related to effort (Effort) someone in work (Titisari, 2014).

George and Jones (2008) describes: the collection or feelings and beliefs that people have about their current jobs. (job satisfaction is a collection of feelings and beliefs or assumptions that each individual has about his or her current job). Thus the higher the level of job satisfaction of a paramedic employee is not necessarily the higher the level of their work performance. This is inconsistent research with McNeese-Smith's (1996); Boyt et al., (2001); Shafer et al., (2001) which describes employee satisfaction is positively related to employee performance. So it can be concluded that job satisfaction does not affect the performance of paramedical employees of Gondanglegi islamic hospital malang.

3.5 The Influence of Organizational Commitment to Job Satisfaction of Paramedical Worker of Gondanglegi Islam Hospital of Malang

The findings from chapter 2 that have been described, shows that organizational commitment affects the satisfaction of paramedical employees of gondanglegi islamic hospital malang. The results showed the better the organization's commitment, then the employee behavior very good. The findings agree with Gibson's (2008) commitment to the organization involving three attitudes: (1) identification with organizational goals, (2) feelings of involvement in organizational tasks, and (3) feelings of loyalty to the organization.

Another opinion of Locke in Luthans (2006) provides a comprehensive definition of job satisfaction that includes reaction or cognitive, affective, and evaluative attitudes and states that job satisfaction is "a happy emotional state or positive emotion derived from a work assessment or a person's work experience." Research conducted by Majorsy (2007) concluded that organizational commitment affect the variable of job satisfaction as measured by payment or salary factor. Paying a decent amount to support themselves and their families will encourage one's commitment to the organization. Mukhyi and Sunarti (2007) describes the factors can affect organizational commitment is job satisfaction. So it can be concluded that organizational commitment affects the satisfaction of paramedical worker of Gondanglegi islamic hospital malang.

3.6 The Influence of Organizational Culture on Job Satisfaction of Paramedical Worker of Gondanglegi Islam Hospital Malang.

The findings from chapter 2 that have been described, shows that there is significant and positive influence between organizational culture on job satisfaction. The results indicate that the better the organizational culture the better the behavior of an organization or hospital. This finding agree with the opinions by Lawson and Shen (1998) in Zain and Isaac (2012) argue that "corporate culture involves with social expectations and standards as the values and beliefs of the individuals holding central and that bind organizational groups." this explains that corporate culture involves social expectations and standards and the values and beliefs held by each individual as the center and which binds the group of organizations.

A positive organizational culture will spur the organization in a better direction. Conversely, negative organizational culture will have a negative impact on the organization. In addition, Schein's (1991) defines organizational culture as a pattern of basic assumptions that a given group has found, opened, or developed through lessons to solve external adaptation problems and internal integration, and which run long enough to be seen as valid, and therefore taught to new members as the right way to look, think and feel in relation to those problems. Therefore, if good organizational culture then the performance to be achieved would also be good. This is supported by research conducted by Khan, et al, (2011), Sabri, et al., (2011), and Emami, et al., (2012), which shows evidence of a significant positive relationship between cultures organization with job satisfaction. So it can be concluded that organizational culture has a positive and significant impact on employee job satisfaction of gondanglegi islamic hospital malang.

4. Conclusion

Based on the purpose of research and hypothesis testing, the results of the study can be summarized as follows:

- a. Variable organizational commitment, organizational culture, job satisfaction and employee performance showed that paramedical respondents of all respondents obtained a high average.

- b. Organizational commitment has a significant effect on hospital work satisfaction, meaning that if the employee organization's commitment is higher then job satisfaction on employees will affect the level of job satisfaction..
- c. The results also showed that organizational culture significantly influence employee satisfaction, which means that the implementation of a good hospital culture will affect employee satisfaction.
- d. Employee satisfaction did not significantly affect the performance of hospital staff. This finding is due to several factors lower the feelings and beliefs of an employee, either pleasant (positive emotions) or unpleasant (negative emotion) about his work. Therefore the influence on employee performance is possible from the unpleasant (negative emotions) of each employee.
- e. Organizational commitment and organizational culture have a significant effect on employee performance through employee job satisfaction. Despite the intervening variables unrelated to the employee's performance, the effect of a stronger independent variable, organizational commitment and organizational culture.

5. Suggestion

Based on the results of research and conclusions in this study, then some suggestions that need to be submitted are:

a) Advice for Gondanglegi islamic hospital malang

1. The research findings show that the organizational commitment variables in the dimension of readiness by paramedical staff respondents is lowest. Therefore, if the acceptance value is still less then the hospital needs to improve the rewards program for employees, so that every employee can be ready in terms of work and it is the moral duty of each employee.
2. The research findings show that the organizational culture variables in the dimensions of leadership support by paramedical staff respondents is lowest. This indicates that the leadership is less concerned with subordinates in terms of association with subordinates, as well as the control dimension, and the rewards have the same low average value. Therefore it is necessary to note the company to see the potential of each hospital employee and give an appreciation after reaching the organization's goals.
3. The research findings show that the job satisfaction variables in the dimension of physical factors by paramedical employees respondents is lowest, it shows in the attention of the leadership of the employees in conducting activities in the company is still lacking, therefore need to realize the leadership in response to aspects of salary and benefits for employees.
4. The research findings show that the employee performance variable in the dimensions of the results by paramedical employee respondents is lowest, It shows lack or low ability to perform assigned job, finish the job properly, and good communication with superiors, subordinates, and peers on each employee. Therefore the company should provide training to each employee to provide insight into the knowledge of things that are still lacking or low.

b) Advice for Further Researchers

Suggestions for further research that retest this research may add new variables that affect employee performance, such as the types of motivation, leadership, compensation, and work environment. In addition, the object of research is very limited so it is expected in subsequent research population number can be developed, because condition, type of industry, and different object, can give different result.

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