

Influence of Locus of Control and Organizational Commitment on Job Satisfaction Moderated by Organizational Culture and Its Impact on Job Performance (Study of Employee's Aceh Local Government)

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Abstract

This study aims to determine the organizational culture in workplace as a moderation variable the effect of organizational commitment and locus of control on employee's job satisfaction and implication on job performance. Data were obtained through the administration of questionnaire to two hundred respondents in random workplace of Aceh local government in Indonesia. Hypothesis testing used is Structure Equation Modeling (SEM). This research results revealed that good commitment can increase job satisfaction. However, locus of control had no significant effect on job satisfaction. High job satisfaction significantly improves employee's performance. Better culture in workplace will lowers job satisfaction of more commitment employee. This is evidenced by significant negative interaction of commitment on culture in workplace. Culture merely becomes predictor the interaction of locus of control and commitment in workplace to increase job satisfaction. This research also suggests to provide evidence that moderation role of culture at workplace weaken the effect of commitment on job satisfaction, and culture in workplace moderation strengthens the effect of locus of control on job satisfaction

Keywords : Commitment, Locus of Control, Culture, Satisfaction, Employee Performance

I. INTRODUCTION

Local governments at provincial, district/city in Aceh receive substantial funds from central government through budget of government revenue and expenditure, a General Allocation Fund (GAF) and Special Allocation Fund (SAF). Budget funds managed become greater. Total regional expenditures for fiscal year 2012 is Rp 904 million, and increased to become Rp.1, 2 trillion for fiscal year 2013. Funds increase does not consistent with increase in financial management quality. It showed in five years before, Aceh budget funds only growth in 10,9 percent which is far from national average in 19 percent. This is reflected in Local Government Finance Report (LGFR). LGFR with low quality imply irregularities. This situation is worst with budget fund of Aceh which is stagnancy.

One effort to minimize this deviation is to improve job satisfaction. Job satisfaction, which is the most researched attitude in the organizational context and has been shown to impact organizational commitment positively (e. g.,Meyer, Stanley, Herscovitch & Topolnytsky, 2002). Further, there is growing evidence that aspects of cognitive style are related to work attitudes (Furnham, Brewin & O'Kelley, 1994; Luthans, Baack & Taylor, 1987). Of particular interest in previous studies are the relations between locus of control (LOC) and work attitudes such as job satisfaction and organizational commitment.

Differences in research findings are the relationship of commitment and locus of control on job satisfaction and performance shows that such inconsistencies can become a research gap for researchers. To reconcile this condition, the researchers use a contingency approach that systematically tests several variables that can affect the relationship between job satisfaction and performance. Specific aspects related to job satisfaction is to satisfaction toward salary, benefits, promotion, working conditions, supervision, organizational practices and relationships with co-workers (Misener et al., 1996). This study found correlation statistically significant between locus of control and commitment on job satisfaction. Finding differences of previous research for relationship between commitment and locus of control on job satisfaction become research gap for researchers to conduct research to test relationship between the two variables and moderate variable which is culture in performance. .

II. LITERATURE REVIEW

2.1. Performance

Gibson et al.,(1996) argued that employee's performance is result of work accomplishment by individual in relation to his position in organization. Kast & Rozenweig (1995) says that achievement (performance) includes entire organization's business objectives. For lower-level managers, performance is a goal that will help to meet overall mission. Performance is work result that has a strong relationship with organization's strategic objectives, customer satisfaction, and contributes to economy (Armstrong and Baron, 1998). It supports the rationale that

people and not capital provide organizations with a competitive advantage (Reynolds & Ablett, 1998). The purpose of performance management is to transform the raw potential of human resource into performance by removing intermediate barriers as well as motivating and rejuvenating the human resource (Kandula, 2006). Competitive capacity of organization can be increased by building strong people and effectively managing and developing people (Cabrera & Banache, 1999) which is in essence performance management. Thus, performance is about doing work and results achieved from job. Performance is about what is done and how to do it. According to Porter - Lawler Model (Gibson et al., 1996) individual's performance is affected by these factors: (a) expectations of reward, (b) boost benefits, (c) internal - external rewards, (d) perceptions of reward level and job satisfaction.

2.2. Job Satisfaction (JS)

Investigated by several disciplines such as psychology, sociology, economics and management sciences, JS is a frequently studied subject in work and organizational literature. This is mainly because many experts believe that JS trends can affect employment scenario and influence organizational productivity, work effort, employee absenteeism and turnover. Moreover, JS is considered a strong predictor of overall individual well-being (Diaz-Serrano & Cabral Vieira, 2005), as well as a good predictor of intentions or decisions of employees to leave a job (Gazioglu & Tansel, 2002).

Organizations have significant effects on the people who work for them and some of those effects are reflected in how people feel about their work (Spector, 1997). This makes JS an issue of substantial importance for both employers and employees. As many studies suggest, employers benefit from satisfied employees, as they are more likely to profit from lower attrition and higher productivity if their employees experience a high level of job satisfaction. JS has been defined in several different ways and a definitive designation for the term is unlikely to materialize. A simple or general way to define it therefore is as an attitudinal variable: JS is simply how people feel about their jobs and different aspects of their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs (Spector, 1997).

2.3 Organizational commitment (OC)

Organizational commitment is defined as an employee's belief in and acceptance of the organization's goals and values, a willingness to exert effort on behalf of the organization, and a desire to maintain membership in the organization (Mowday, Steers & Porter, 1979). In the recent research, the prevailing conceptual basis of organizational commitment is the three component model of Commitment (Meyer & Allen, 1991). The three components of commitment suggested by Meyer and Allen (1991) are affective, normative and continuance commitment. Affective commitment refers to the employee's emotional attachment to, identification with, and involvement in the organization. Affective commitment towards an organization might be influenced by the extent to which an organization is able to satisfy employees' needs, meet their expectations and allow them to meet their goals (Meyer, Allen & Smith, 1993). Employees with a strong affective commitment continue employment with the organization because they want to do so. Continuance commitment refers to an awareness of the costs associated with leaving the organization. If staying with the organization is based on the high costs associated with leaving, or on lacking occupational alternatives, workers continue membership in the organization because they need to do so. Normative commitment refers to the feeling of obligation to remain with the organization. Employees with high level of normative commitment feel that they ought to remain with the organization.

Of the three kinds of commitment, affective commitment has been found to lead to a number of favorable consequences, e.g., job satisfaction, reduced turnover intentions, organizational citizenship behaviors or enhanced job performance. Correlations with such positive work variables are weaker for normative commitment, or may even be negative, as in the case of continuance commitment (Meyer, Becker & Van Dick, 2006). Employees' affective commitment to an organization has been associated with higher individual (Sinclair, Tucker, Cullen & Wright, 2005; Vandenberghe, Bentein & Stinglhamber, 2004) and organizational (Gong, Law, Chang & Xin, 2009) performance.

2.4. Locus of Control

Some individuals believe that they can control what happens to them, while others believe that what happens to them is controlled by outside forces such as luck and opportunities. Locus of control is a "generalized belief that a person can or cannot control his own destiny" or a person's perspective on the events whether he able to control behavior that happened to him or not (Rotter, 1966). Brownell (1982) suggested that locus of control is how far one accepts personal responsibility for what happens to them. Furthermore, Robbins (2003) defined locus of control as a person's perception of his fate source.

In other words, Locus of control (Rotter, 1966) refers to the individuals' beliefs about whether they control the outcomes in their lives (i.e., internal locus of control) or the outcomes are controlled by factors such as luck and other people (i.e., external locus of control). Spector (1988) operationalized the notion of locus of control in a work context by developing the work locus of control scale (WLCS) for job-related events such as promotions, salary increases and disciplinary measures. The results of Spector's (1988) study indicate that the

WLCS is more appropriate for studies in organizational settings than the general scale of locus of control developed by Rotter (1966). A sense of psychological control is regarded as an important dispositional factor for workplace behaviors (Hoffi-Hofstetter & Mannheim, 1999; Withey & Cooper, 1989). A number of studies have shown that LOC correlates both with job satisfaction (Peterson, 1985; Spector, 1982) and organizational commitment (Furnham et al., 1994; Kinicki & Vecchio, 1994; Luthans et al., 1987). All of these studies reported that individuals with an internal LOC are more likely to be satisfied and committed to the organization than those with an external LOC.

2.5. Organizational Culture

Having established that organizational culture comprises a range of complex social phenomena, it is not surprising that scholars have identified corporate culture as a multi-layered construct which can be divided into layers according to these phenomena's observability and accessibility. Organizational culture has been defined as patterns of shared values and beliefs over time which produces behavioral norms that are adopted in solving problems (Owens 1987; Schein, 1990). The organization's internal environment is represented by its culture and is construed by the assumptions and beliefs of the managers and employees (Aycan et al., 1999). Organizational Culture manifested in beliefs and assumptions, values, attitudes and behaviors of its members is a valuable source of firm's competitive advantage (Hall, 1993; Peteraf, 1993) since it shapes organizational procedures, unifies organizational capabilities into a cohesive whole, provides solutions to the problems faced by the organization, and, thereby, hindering or facilitating the organization's achievement of its goals (Yilmaz, 2008).

III. RESEARCH METHOD

3.1. Research Design

This study employed the descriptive cross sectional research design because it covered *employee* from different socioeconomic background. Through this, the opinions of their performance influenced by many factors were ascertained through the use of a questionnaire and observation.

3.2 Population and Samples

These research populations are Aceh local government's employee who worked in district, city and province amounting to 9053 people. Sample determination was calculated using SEM condition that stated if using SEM samples are 200 minimal. Questionnaires are given to respondents who work in Aceh local government.

3.3 Measurement

This study developed a commitment from Mowday, Steers & Porter, 1979 dan Meyer and Allen (1991) are affective, normative and continuance commitment indicators. Locus of Control indicators are adopted from Rotter (1966) who measured through internal Locus of Control and external Locus of Control. Organizational Culture is using Denison's organizational culture model is based on four cultural traits involvement, consistency, adaptability, and mission that have been shown in the literature to have an influence on organizational performance (Denison, 1990; Denison & Mishra, 1995).; and job satisfaction indicators were developed from Gibson (1996) through salary appraisals, promotions, co-workers, supervision, and individual work done. Employee Performance uses measurements from Robbins (2003) by using the quality of work, quantity of work, policies and procedures as well as communication indicators.

3.4 Method of Data Analysis

Data obtained from the questionnaire were analyzed using tables, simple percentages, cross tabulations, charts, Pearson's Product Moment Correlation (PPMC). Data which contain variables were measured using a 5-point Likert scale (Malhotra, 2010) In order to effectively carryout inferential analysis, the items coded for descriptive analysis were transformed into dummy variables Statistical computation was done with the aid of SPSS 17.0 for Windows and SEM by using Lisrel 8.0.

IV. ANALYSIS AND RESULT

Organizational commitment in this study focused on quality of Aceh local government attitude toward its commitment. Level of knowledge and expertise to carry out its duties are reflected through community affiliation, autonomy demands, and dedication to profession. Autonomy demand is indicated as most important to describe commitment variables. It is indicated by greatest value of 0.851 among the three other indicators. Average value from questionnaire is 4.23. If seen from empirical conditions, indicator of autonomy demands to measure commitment is good, so it needs to be maintained. Commitment of Aceh local government needs to be improved further through follow-up program in order commitment significantly better. Locus of control variable is Aceh local government perception that reflected through perceived conditions in duties and functions performance, related to weather they may or may not control behavior that occurs internally and externally.

Internal locus of control is best important indicator to describe locus of control variables. The loading value of 0.798 is biggest indicators compared to external locus of control of 0.786. Average value (mean) that obtained from questionnaire is 4.28. If seen from empirical conditions, internal locus of control indicators is good to measure locus of control variables, so it needs to be maintained. Internal locus of control at Aceh local

government through follow-up should be improved in order Aceh local government become well. Culture in workplace is a response from Aceh local government that reflected through inner life development, meaningfulness in workplace and community. Inner life is most important indicator to describe culture in workplace variables with largest value of factor loading namely 0.895. Average value (mean) that obtained from questionnaire is 3.88.

4.1. Effect of Commitment on Job Satisfaction

Research result the effect of Commitment on job satisfaction has value of path coefficient estimate of 0.277 with a positive direction. Positive path coefficient means the relationship between Commitment and job satisfaction are unidirectional. This result can also be proven with a probability value (p - value) of $0.008 < \alpha = 0.05$ (significant). Research results of hypothesis (H1) show the higher Commitment, the higher satisfaction level. Loading estimation value of three indicators is greater than 0.70 and significant at the 95% confidence level. This result reflects that correlation between the three indicators is positive and significant to reflect Commitment variable. Hypothesis test results found that effect of Commitment on job satisfaction is positive and significant effect (H1 accepted). Thus the results of this study may prove that the higher Commitment then the better job satisfaction. This study finding reflect that a good Commitment at aceh local government able to support higher job satisfaction. The underlying reason for differences in results due to differences in study sample. Previous researchers took samples from employee and public employee in industry or company, while this research uses employee of government or public sector. In addition, there is a difference in theory base and variable measurement. Based on these findings, Aceh provincial government needs to improve job satisfaction and Commitment to increase performance. Commitment employee's increase can be done by focusing on autonomy demand as measured by freedom to take best decision in every engagement without pressure/intervention from other parties, while job satisfaction increase can be done by employee's seriousness to work that providing stimuli to employee like and love his job.

4.2. Effect of Locus of Control on the job satisfaction

Path estimation value the direct effect locus of control on job satisfaction is 0.083 with a probability value (p - value) of 0.120. It means the result not significant ($p > \alpha = 0.05$). The results show that hypothesis (H2) is rejected. Locus of control in this study is more focused on GIOA perception in performance of duties and functions by controlling behaviors that occur both internally and externally. Theoretical studies as basis to assess and measuring locus of control concept in this study refers to Social Learning Theory (Rotter, 1966). Locus of control one's way of thinking to an event, whether he was able to control behavior that happened to him or not. Field facts based on variable description shows that locus of control at local government in Aceh was not been good. It means all employee in Aceh province declared the locus of control is not good. If examined deeply, external locus of control led to job dissatisfaction and slower performance improvement.

Measurement model test shows that two indicators measurement namely internal locus of control and external locus of control are valid to measure latent variables of locus of control. Estimation value of two loading indicator are greater than 0.70 and significant at $\alpha = 0.05$. This result reflects that correlation between the two indicators is positive and significant in reflecting locus of control variable. This study finding support the measure developed by Rotter (1966) that both internal locus of control and external locus of control are valid indicator to measure locus of control. These studies findings indicate that external locus of control at local government in Aceh has not been well so have not been able to increase employee job satisfaction. Locus of control Measurement is more reflected by internal locus of control, while job satisfaction is more reflected by indicators of satisfaction sense on work itself. Aceh local government performance has not been given proper appreciation by the leader, a promotion even more determined by fortune and closeness to leadership. It can be seen from empirical fact, according to respondents' assessment, the average (mean) of variable external locus of control is still considered low namely 3.13 which means not good, whereas internal locus of control is good with a mean value of 4.28. It means that GIOA perception at local government in Aceh has adverse direction between internal locus of control and external locus of control that adversely affects job satisfaction achievement. These study findings reinforce study of Dennis M. Patten (2005) and Hyatt and Prawitt (2001) that internal employee with an internal locus of control tendency has better performance than internal employee who have an external locus of control. This study finding are supported by fact that external locus of control of Aceh local government has not been good because of respondents distrust or low commitment to maintain trust through cooperation that has been established, low information transparency between employee in handling the case. Therefore, it is one reasons that locus of control does not have a significant contribution to improve employee job satisfaction. This study finding reinforces the findings of Dennis M. Patten (2005) and Hyatt and Prawitt (2001) that internal employee with an internal locus of control tendency has better performance than internal employee who have external locus of control. This study result extend the research findings of Judge and Bono (2001) that locus of control has no significant effect on job satisfaction, however, have a significant impact on performance at lower level managers. In addition, it supports the findings of Chen and Silverthorne (2008) that an individual with a high locus of control has a low level of job stress. Therefore, job satisfaction and performance achieved are

higher for public accountant in Taiwan. It reinforces the findings of Sarita and Agustia (2009) that there is a positive relationship between locus of control and employees job satisfaction, but insignificant.

4.3. Effect of Job Satisfaction on Employee Performance

Path coefficient value estimation the effect of job satisfaction on employee performance is 0.814 with a probability value (p - value) of 0.000, it means significant ($p < 0,05$). Test results can prove empirical facts to accept hypothesis (H3) that the higher job satisfaction level, the higher employee performance. Positive path coefficient can be interpreted that relationship between job satisfaction and employee performance is one direction. It means that the better job satisfaction then the higher employee performance. Research findings show that higher job satisfaction significantly can improve employee's performance. This study result reinforces the findings of Ostroff (1992) to provide empirical evidence that job satisfaction had significant relationship to increase performance. Furthermore, these study findings extend some findings of previous research of Ostroff (1992), Boyt et al. (2001); Shafer et al. (2001) and Patten, M. Dennis (2005) stated that job satisfaction has positive and significant effect on employee performance. However, in contrast to this study findings, Lifaldo and Muchinsky (1986) found that job satisfaction had no significant effect on performance.

4.4. Effect of Organizational Culture as Moderation the Relationship between Commitment and Locus of Control on Job Satisfaction

Test results found that three indicators of inner life grow, meaningfulness in work and community in workplace are valid to measure culture variable. Test results proved that estimated factor loading value from all three indicator are greater than 0.70 and p-value significant at $\alpha = 0,05$. Respondent's response to culture has not been good with mean value of 3.99. Inner life growth is most important to reflect on culture with biggest loading value. Culture, as moderation strengthens the relationship between Commitment and job satisfaction. Result indicate that culture have a significant effect on employee job satisfaction. Meanwhile, interactions between Commitment and culture have negative significant effect on employee job satisfaction. It can be said that culture is a quasi moderation. Interaction between Commitment and culture can significantly reduce job satisfaction. It means that better spirituality condition in workplace decrease job satisfaction of professional employee. This results support research of Patten, M. Dennis. (2005); Hyatt, & Prawitt (2001), job satisfaction level of internal employee with an internal locus of control was not a significant from sample of external locus of control. Furthermore, study of Chen and Silverthorne (2008) suggests that locus of control is not significant to job satisfaction, however, have a significant impact on performance.

V. CONCLUSION AND FUTURE RESEARCH

This study finding may prove that employee Commitment can make a real contribution to job satisfaction. It means better employee's Commitment will increase work satisfaction. Commitment of employee needs freedom to make best decision on each audit engagement without pressure or intervention from other parties. Employee feels work satisfaction and good/like employee job. This research results note that locus of control has not been able to increase employee job satisfaction. Employees have not been fully convinced that skills, ability to work to get appropriate reward achievement, promotion more determined by luck or closeness to leader. Low commitment persistence to maintain trust through cooperation that has been established is also one causes that locus of control does not have a real contribution to improve employee job satisfaction. Job satisfaction can improve employee performance. It means that higher perceived employee job satisfaction will improve their performance. Employee feels satisfaction for trust/responsibility as employee. Employee performance is attained by obedience to policies and procedures that work there, not on work quality and quantity. Culture can increase employee job satisfaction. However, better condition of inner life in workplace, understanding the work significance and to feel a part of community in workplace can reduce job satisfaction for professional employee. Meanwhile, culture cannot increase influence of locus of control on job satisfaction. It means moderation variables of culture only become predictor of spirituality interaction with locus of control on job satisfaction. Future studies should complement antecedent relationship Commitment as professional education, work experience, integrity, discipline. Based on these limitations, these studies provide recommendations for future research to conduct a broader analysis not only limited to government's internal employee. It will provide a more comprehensive scholarly contribution to overall performance of employee who influenced Commitment, locus of control and job satisfaction as well as culture.

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