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The effect of job satisfaction and organizational culture on employee performance in autofinance business: the mediating role of organizational commitment

1. Introduction

Business organization requires employees' optimal performance since the business competition, and global challenges are increasingly complex. This condition makes the performance target higher every year. Performance optimization requires employees' contribution and productivity (Feng et al., 2019; Ogohi et al., 2019; Samnani & Singh, 2014). Idea and creativity are pivotal in developing an innovative business. Employee productivity significantly contributes to the organization's key performance. It is important for the organization to periodically evaluate the work process in order to identify and improve its performance. More importantly, evaluating the work process can be helpful to maintain employee performance stability.

Performance instability is one of the issues regarding human resources (Ali Shah & Fared Hasnu, 2013; Falola et al., 2016). This issue requires support from organization for

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successful working process. Employees are the key executor in carrying out the work process in order to attain the company's performance target (Amri et al., 2021; Cascio et al., 2021). In this regard, organizations should possess a high commitment to support employee performance. Without quality employee performance, organizations are likely to fail to achieve their target. Employee contribution may significantly determine the organization's progress. Employee contribution is crucial for organizations. A quality business process should be supported by positive behavior, high professionalism, and motivation. Managers need to pay attention to a range of factors to enhance employee performance, including organizational culture and job satisfaction.

Employees constitute the organization's long-term assets (Casio, 2003). An organization's human resources should suit its business requirement. A working process can be established through a competitive organizational culture. The organizational value may shape employee behaviors and habits that are required to deliver a high-quality business process. It is pivotal for a business organization to maintain employee job satisfaction stability (Steffens et al., 2018; Q. Wang et al., 2020). Organizations' effort to maintain job satisfaction can be seen in their commitment to fulfill their work-related needs. Technical factors such as technology, machine, tools, and equipment are among the organization's costs, representing their commitment to support a smooth business process. Other organization's responsibility includes customer service, handling customer complains, providing a timely solution, and high-quality products. The organizational commitment may bridge the job satisfaction and organizational culture in order to attain the employee performance target.

Job satisfaction can be defined as a psychological impact perceived by employees due to organizations' feedbacks (Dai & Akey-Torku, 2020; Patricia & Asoba, 2020; Rothausen & Henderson, 2019). Job satisfaction, as employees' reaction, receives huge attention from researchers. Job satisfaction is pivotal for both employees and the organization. It can be viewed as one of the employee work behavior that represents positive emotions regarding work-related feedbacks or experiences. It may represent employees' feelings about their work-related functions. Work outcomes may be affected by employees' spirit and optimism in achieving the company's expectations. Employees' suitability to their work-related functions can be seen from their work outcomes. It is necessary for the organization to consider job satisfaction as an important component of the work plan. Job satisfaction may influence employee performance. Hence, employees' job satisfaction should be

optimized through organizational commitment in order to obtain a stable performance.

Job satisfaction is a factor of success in the workplace. It is personal in nature, since each individual possesses a different level of satisfaction, depending on their personal values (Robbin & Judge, 2017a). Individuals can obtain a higher level of satisfaction when they perceive their job to contain more aspects that suit their personal values. Job satisfaction represents employees' attitude toward their job. Employees can be satisfied if their work-related needs are fulfilled by employees. Therefore, it could be concluded that job satisfaction is one of the main components a business organization should consider in every performance plan.

Culture consists of common mental program that demands individuals' responses (Walker, 2021). Organizational culture can be seen from its policy, regulation, communication pattern, and perception of work climate developed in its work environment. Organizational culture may drive and determine the direction of employees' attitudes and behavior. This process is expected to positively influence the organization members' personalities in achieving the organization's vision, mission, and goals. It is highly believed that culture may serve as a means to enhance work effectiveness (Brown et al., 2015). By having a consistent organizational culture, an organization can develop its business character.

Organizational culture significantly influences how employees view their organization's responsibility and commitment (Cherian et al., 2021; Parihar & Sinha, 2021). This may stem from norms and values that direct the organizational member's behaviors. Each organization member is likely to behave following the organizational culture to be internally accepted. It reflects a pattern of business beliefs and values highly recognized by the member of organizations. Organizational culture may influence the business activity pattern and transaction. As an intangible, idealistic element, organizational culture serves as the core of an organization. As a business entity, it is necessary to have a competitive organizational culture (Gürlek & Tuna, 2018; Widyanty et al., 2020). The implementation of organizational culture may create employees' high professionalism. The organization's business activity can be performed effectively and efficiently.

Organizational commitment refers to a strong desire to be a member of a group and a strong willingness to accept values and the goal holistically (Sadavoy & Zube, 2021). Organizational commitment represents individuals' ability to identify their roles within the organization. Organizational commitment is

built upon employees' belief in the organization's business values, willingness to help realize the organization's goal, and loyalty to stay to stay for long term in organization (Hutagalung et al., 2020). It represents an employee's sense of attachment to the organizational values, resulting in happiness, optimism, and work spirit to achieve the organizational values. Organizational commitment can improve employee performance.

Individuals with low organizational commitment tend to seek better job opportunities. This condition may eventually lead to a high turnover rate. Lack of human resources is a grave problem for an organization. Organizational commitment should be realized and support high-quality work. Empirical studies show that organizational commitment supports employee performance. Provision of adequate facilities and technologies are the primary needs an organization should suffice. Work support and freedom of idea may deliver a high-quality business quality. Organizational commitment mediates job satisfaction and organizational culture in order to achieve employee performance. (Ghiyats & Aulia, 2020; Purnomo et al., 2020).

The best performance can be achieved optimally and in line with the achievement of an organizational goal (Schleu & Hüffmeier, 2021). Organizations attempt to improve their human resources skills because they are the key factor in enhancing employee performance. Better performance may result in better business sustainability. Business competition is significantly determined by employee performance in achieving the goal. Hence, efforts to improve employee performance represent organizational commitment. Employee performance plays a pivotal role in scaling up a high-level business.

Organizations must pay attention to employee performance in executing business plans. It represents an organization's ability to empowering their employees. Organizational performance is highly determined by one of the human resources, i.e., employees. Employees are the main important element of an organization since their performance may affect the organization's operation. It is important to pay attention to employees in order to contribute to the organization. Thus, employee performance plays pivotal role in attaining the company goal.

Job satisfaction and organizational culture are variables often viewed as predictors of employee performance. These two variables comprehensively describe the organization's internal. Job satisfaction and organizational culture work together in delivering a high-quality business activity. Organizations need to have a high commitment to develop job satisfaction and organizational culture in performance planning. A productive work culture can serve as a key

to achieving employee performance. However, organizations need to fulfill employees' job satisfaction to support the working process. It is necessary to pay attention to job satisfaction and organizational culture as they may play pivotal roles in determining employee performance. Organizational commitment can become the mediator of employee high-performance achievement (Maswani et al., 2019; Syardiansah et al., 2020).

The present study attempted to analyze the increase in employee performance through job satisfaction and organizational culture. In this study, these two variables are linked by organizational commitment. Employee performance is widely studied due to its significant contribution to the organizations' sustainability (Leonard, 2019; Lorincová et al., 2019, 2020; Tripathi et al., 2020). The present study attempted to develop the existing research model using the latest data from the different business sectors. Organizations expect high employee performance. This study is different from previous studies since it focused on increased employee performance from the organizational culture and job satisfaction through organizational commitment. The novelty of this study lies in the role of job satisfaction and organizational culture in improving employee performance. The organizational commitment may describe an organization's ability to improve its performance improvement. This study is expected to contribute to the existing body of literature on employee performance.

2. Theoretical Framework

2.1. Job Satisfaction on Organizational Commitment and Employee Performance

Job satisfaction describes employees' feelings regarding the fulfillment of his/her work outcome (Bamberger et al., 2014). Work-related feelings include efforts, career development opportunities, relationships with coworkers, work placement, and organizational structure (Pang & Lu, 2018). Meanwhile, personal feelings related to one's self, including age, health, ability, and education. Job satisfaction reflects one's feelings related to his/her job (Bezdrob & Šunje, 2021; Seema et al., 2021). It results from employees' positive attitude toward their job and works environment. A business organization's capacity should be able to fulfill its employees' job satisfaction. As the executor of the organization's business goal, job satisfaction acts the main factor determining employee performance.

2 Job satisfaction is purely felt by someone who loves his job (Abdelmoteleb, 2019). Each individual may have a different level of satisfaction depending on the values system applied within themselves. This difference in satisfaction levels may be accounted for by individuals' satisfaction when working in the organization. It is important to consider elements of job satisfaction in order to improve the organization's business performance (Qureshi et al., 2019; Sony & Mekoth, 2019). By taking elements of job satisfaction into considerations, organizations may improve the business process efficiency performed by employees. By fulfilling employees' job satisfaction, organizations can eliminate negative effects such as boredom, fatigue, turnover, and absenteeism. The business organization should be able to fulfill its employees' work-related needs in order to accelerate the work process and improve performance.

Organizations are responsible for fulfilling work satisfaction. Fulfilling work-related needs, provision of comfortable, conducive work environment are among the key factors an organization should focus on business performance. Job satisfaction is expected to promote employee productivity (Kavade & Nimkar, 2020; Malcalm & Tamatey, 2017). It is necessary for an organization to maintain its high commission in order to achieve high performance. The complexity of components related to employee performance covers, among others, compensation, reward system, employee competition. This variable is not only measured from the internal side but also from the work outcome quality. Hence, organizational commitment in maintaining job satisfaction may positively affect employee performance.

A number of studies found that job satisfaction positively affects organizational commitment (Cherif, 2020; Gheitani et al., 2019; Hakim & Hidayat, 2018). This variable may exhibit a significant, positive effect on employee performance. Internal and external components should receive the organization's attention in order to maintain employees' job satisfaction. Job satisfaction is positively associated with employee performance (Ngwenya & Pelser, 2020; Phuong & Vinh, 2020; Sabuhari et al., 2020). Job satisfaction may bring a positive psychological effect on employee performance. A high work spirit in delivering the best contribution can be a positive stimulus for the business process. This may affect employees' skills in achieving the work target. Organizational commitment should be able to fulfill the work-related needs, which may eventually affect Job satisfaction. In this regard, two hypotheses were proposed:

H1: Job satisfaction positively affects organizational commitment.

H2: Job satisfaction positively affects employee performance

2.2. Organizational Culture on Organizational Commitment and Employee Performance

Organizational culture aimed to determine and develop attitudes and behaviors of the organization members (Pathiranage et al., 2020).. The process of developing a culture is expected to positively affects organization members personality to achieve the vision, mission, and long-term goals. By developing the organizational culture, an organization may improve its business sustainability to cope with the market competition. A sustainable business can be realized through an effective and efficient business activity.

Organizational culture describe a value system that is developed and applied in an organization, which serves as the organization's character (Nanayakkara & Wilkinson, 2021). As a means to link the activities of its members, organizational culture is characterized by a number of aspects, including individual initiative, risk tolerance, direction, integration, managerial support, control, identity, reward system, tolerance, and communication pattern(Kerdpitak & Jermstittiparsert, 2020; Krajcsák, 2018). Such an organization's culture focuses on the work-outcome. A quality business process depends on the management decision in calculating the effect on an individual's behavior. The effectiveness of organizational culture can be seen from the value and belief sharing among the organization members.

The value represents normative standards affecting individuals' actions. Employees who have understood the entire organizational value may view these values as the organization's character. The organizational values and beliefs are likely to be manifested in employees' daily activity, thus becoming an individual's performance. It is necessary to support human resources through a reward system, technology, organizational strategy, and logistics. Satisfactory performance at the individual level may result in optimal organizational performance.

Organizational commitment is a pivotal behavioral dimension to reflect employees' tendency and engagement with the organization (Giao et al., 2020; Robbins & Judge, 2017b). Organizational commitment can be used to see employees' willingness to achieve the goal and adhere to the organization's internal regulation. The standard to determine employees' organizational commitment should be set based on the agreement. Consistency should be followed by employee loyalty in order to achieve the organizational goal (Kahpi et al., 2020; Lee & Liu, 2021). The form of commitment may become an important component in determining the organization's sustainability.

Customer satisfaction may be determined by excellent service, high-quality products, and long-term market loyalty. Therefore, employees should support the implementation of organizational commitment.

Several studies showed a positive effect of culture or organizational commitment (Azizollah et al., 2015; Chidir et al., 2020; El-Nahas et al., 2013; Vizano et al., 2020). Organizational commitment refers to employees' behavior related to belief and acceptance of organizational values and goals, indicated by the willingness to put efforts to achieve the organization's interest and willingness to stay in the organization. Employee loyalty and positive contribution serve as supports for organizational culture. The culture development process can be seen from the organizational commitment. Provision of adequate technology, facility, and comfortable work environment are among the forms of organizational commitment.

A high-performance outcome can result from a competitive organizational culture. Organizational culture is found to be positively associated with an increase in employee performance (Ibrahim et al., 2017; Maamari & Saheb, 2018; Savović, 2017; Soomro & Shah, 2019). Consistent implementation of organizational culture can result in an effective business process. Organizational culture demands high-quality business activity. The implementation of such a culture can improve employee performance. Organizational commitment is pivotal in delivering optimal employee performance. The organizational culture and commitment can be implemented simultaneously in order to achieve the organization's expectations. In this regard, two hypotheses were proposed:

H3: Organizational culture positively affects organizational commitment

H4: Organizational culture positively affects employee performance.

2.3. Organizational Commitment on Employee Performance

The concept of organizational commitment depicts employees' engagement in doing their job and loyalty to have a long-term career in the organization (Al-Hussami et al., 2018; Kim & Park, 2020). Organizational commitment demonstrates individuals' loyalty toward the organization. The organization provides considerable attention to fulfilling employees' facilities such as technology, work environment, productivity-based reward system, and career system to retain its employees (Wassem et al., 2019). One of the positive effects of organizational commitment is that the organization can retain its best employees to stay and positively contribute to its business. Developing organizational commitment can

be helpful because it can turn the organization into a comfortable environment for employees.

Organizational commitment can be described as an individual's ability and willingness to adjust his/her behavior to the organizational needs, priorities, and goals (Davis, 2015). It is necessary to develop the organizational commitment to developing a professional employee capable of achieving the expected performance. The employee business process may determine the business performance. Organizational commitment is associated with the employees' feelings and beliefs. Developing mutual trust between employees and the company can be beneficial for performance achievement (Chen et al., 2018; Farrukh et al., 2019). Organizations can fulfill the employees' needs and provide a target-based reward system, while employees put their time, energy, and contribution to achieving the organization's target.

Job satisfaction and organizational culture are two main components of performance achievement (Lin & Huang, 2020; Pawirosumarto et al., 2017). These two components should be developed through organizational commitment. They play significant roles in the organizational performance achievement effort. Employees serve as main actors in determining organizational success. The organization's business existence and quality heavily rely on employees' job satisfaction and the organizational culture. A responsible, transparent, and accountable business behavior may improve customer trust. Job satisfaction can encourage employees to exhibit their best contribution to each business process in the organization. Accordingly, job satisfaction can be implemented through organizational commitment.

A number of studies report the positive effect of organizational commitment on employee performance (Arip et al., 2020; Munfaqiroh et al., 2021; Syukri, 2019; Vipraprastha et al., 2018). This commitment should be exhibited in order to optimize employee capability in achieving the targeted performance. This commitment should be built both in the organization and the employee side. Solidarity and togetherness should also be developed in order to obtain high work quality. Organizational commitment can also be directed to the development of teamwork in order to accomplish a strategic task. Organizations should fully support the teamwork's needs, especially in the digital era where the use of technology has become more significant. Performance can be achieved by utilizing the available resources according to the company's capacity.

H5: Organizational commitment positively affects employee performance.

3. Methods

The present study attempted to analyze the effect of organizational culture and job satisfaction on employee performance. Organizational commitment serves as the mediating variable in depicting the positive effect on employee performance (Garg, 2017; Hadian Nasab & Afshari, 2019; Wright & Bonett, 2002). In this study, organizational culture was measured using several indicators, such as solidarity, superior support, high work motivation, and inter-team collaboration (Al-Swidi et al., 2021; Goksoy & Alayoglu, 2013; Rohim & Budhiasa, 2019). Indicators representing job satisfaction consist of professionalism programs, self-development opportunities, rewards, work environment conduciveness, coworker support, promotion, and competence-based work assignment (Ayala et al., 2017; Davidescu et al., 2020; Hewagama et al., 2019; Marques-Quinteiro et al., 2019). Meanwhile, indicators for measuring organizational commitment include the sense of ownership, loyalty, fulfillment of work facilities, and provision of the work environment. (Dorta-Afonso et al., 2021; Tabouli et al., 2016). Employee performance was measured using several indicators: timely task accomplishment, leader's direction accuracy, understanding of work goal achievement, and work outcome commitment (Hirschi & Spurk, 2021; H. Wang et al., 2021). The following table presents the indicators used in this study:

Table 1. Indicator

Variable	Indicator	Variable
Organizational Commitment (OC)	OC1: I have a high sense of ownership toward the company	(Dorta-Afonso et al., 2021; Tabouli et al., 2016)
	OC2: I am loyal to the company	
	OC3: I am provided with adequate work facilities.	
	OC4: I have conducive work environment to support organizational performance	
Organizational Culture (OC)	OC5: The company emphasizes solidarity at work	(Al-Swidi et al., 2021; Goksoy & Alayoglu, 2013; Rohim & Budhiasa, 2019)
	OC6: Leaders always support their subordinates	
	OC7: Each work unit leader motivate their member	
	OC8: Teamwork culture is emphasized to accomplish the given task	

Job Satisfaction (JS)	JS9: The company holds annual professionalism program	(Ayala et al., 2017; Davidescu et al., 2020; Hewagama et al., 2019; Marques-Quinteiro et al., 2019).
	JS10: The company provides me opportunities to develop through short courses and workshops.	
	JS11: I am satisfied with the reward the company gives.	
	JS12: I think that my work environment is conducive	
	JS13: I receive supports from coworkers to exhibit optimal performance	
	JS14: I have performance-based promotion opportunity	
	JS15: I am assigned to a position that suits my competence	
Employee Performance	EP 16: I can finish the given task on time	(Hirschi & Spurk, 2021; H. Wang et al., 2021)
	EP 17: I can understand the leader's direction to achieve optimal performance	
	EP 18: I understand how to exhibit best performance for the company	
	EP 19: I am highly committed to exhibit high quality and performance.	

Source: own study

This study was conducted in several auto financing companies. The samples were recruited using a stratified sampling technique. This sampling technique is used to select an auto financing company as the object of research. The selection process of respondents is employees who work for auto financing companies. Some respondents' criteria were set to ensure data accuracy. The respondents' criteria involve employees with a minimum of 3 years of service and a minimum staff level. The instrument was distributed to 500 employees. The number of respondent data used as a research base is 420 people. The instrument was distributed online through Google Form. The respondents were provided with four scales, starting from 1 (strongly disagree), 2 (disagree), 3 (agree), to 4 (strongly agree). The data were collected

according to the purpose of the study. The following figure presents the research model:

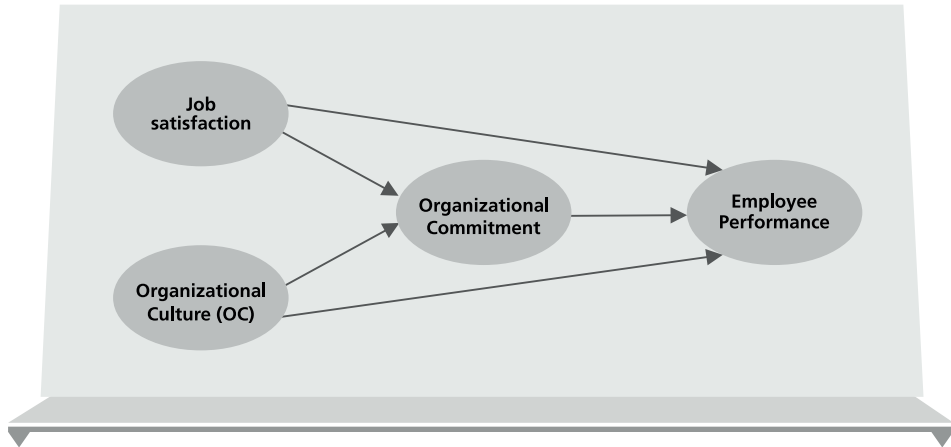


Figure 1. Research Model

Source: own study

Additional figure 1 form this sentence above shows that job satisfaction and organizational culture are assumed to affect employee performance through organizational commitment. Employees may be satisfied with the facility, work environment, and any element that supports the working process. Positive work culture may allow an easier performance achievement process. Organizational commitment supports the competitive work culture. Employees are directed to perform the work in accordance with discipline, timeliness, hard work, and smart work values. The organization attempts to build togetherness, solidarity and support employees' new ideas. This is expected to support optimal performance achievement. Employee performance is the output of job satisfaction and organizational culture. In this study, these two variables are linked by organizational commitment. This variable represents how the organization is committed to developing job satisfaction and exhibits consistent implementation of organizational culture.

This study employed Partial Least Square (PLS) for analysis. It allows researchers to predict the relationships among variables in a specific manner (Salkind, 2015). The T-test was applied to test the hypotheses. The p-value of

lower than α (0.05) and t-statistic value higher than the t-table indicate that. The proposed hypothesis is accepted and exhibits a significant effect. Prior to the hypothesis test, the data feasibility was examined. The outer loadings of higher than 0.7 indicate that the indicator can manifest the variable used in this study. The next step was to conduct validity and reliability tests. The data were considered valid if they had Cronbach Alpha, Rho-a, and composite reliability values higher than 0.7 (Surucu & Maslakci, 2020). The Average Variance Extracted (AVE) value was higher than 0.5, meaning that each indicator is properly extracted in manifesting the effect on the variable of the study and meets the discriminant validity requirement (Ab Hamid et al., 2017).

This study analyzes the indirect relationship in the proposed research model. Organizational commitment was selected as the mediating variable (Rezaie et al., 2010; Wu et al., 2017). The research model depicts the indirect effect of job satisfaction and organizational culture on employee performance. The indirect effect allows the organizational commitment to exhibit a central role in improving employee performance. Auto financing business requires employee productivity to achieve the organization's target. The output of the study may provide a predictive description in improving employee performance.

4. Results

The respondents of the study were employees with minimum 3 years of service and sat on staff level. The respondents profile describe gender, education, age, and tenure.

Table 2 Respondents Profile

Respondent	Information	Number.
Gender	Male	175
	Female	245
Education	Vocational School	78
	Associate's degree	112
	Bachelor	230

Age	18-20 Year	185
	21-30 Year	174
	31-40 Year	61
Length of Service	0-5 Year	167
	6-10 Year	159
	>10 Year	94

Source: own study

The table 2 above shows that the majority of respondents were of productive age above shows that the majority of respondents were of productive age. There were 420 respondents in total, consisting of 245 female respondents and 175 male respondents. One hundred eighty-five respondents were 18-20 years old, 175 respondents were 21-30 years old, and 61 respondents were 31-40 years old. Regarding the educational background, most of the respondents held bachelor's degrees, 112 respondents held associate's degrees, and 78 respondents graduated from vocational high school. Regarding job tenure, 167 respondents had worked for about 0-5 years, 159 respondents for 6-10 years, and 94 respondents for more than ten years. The respondents suited the criteria determined in this study, where all people had worked for more than two years and held the minimum staff position. The questionnaire was distributed to the auto financing companies. This may show how job satisfaction and organizational culture play an important role in improving employee performance. Organizational commitment was selected as the mediating variable in job satisfaction and organizational culture on employee performance. Job satisfaction and organizational culture can be implemented optimally when supported by comprehensive organizational commitment. The following process is to examine the indicator used in this study. The following table displays the measurement model.

Table 3. Measurement Model

Construct	Indicator	Outer Loading	Original Sample	P-Values	Cronbach Alpha	Rho-A	Composite Reliability	AVE	R-Square
Organizational Culture (OC)	OC1	0,762	0,662	0,000	0,710	0,721	0,816	0,527	
	OC2	0,735	0,735	0,000					
	OC3	0,789	0,789	0,000					
	OC4	0,713	0,713	0,000					
Organizational Commitment	OC5	0,846	0,846	0,000	0,751	0,809	0,840	0,574	0,417
	OC6	0,874	0,874	0,000					
	OC7	0,779	0,677	0,000					
	OC8	0,795	0,595	0,000					
Job satisfaction	JS9	0,701	0,701	0,000	0,822	0,823	0,867	0,583	
	JS10	0,747	0,747	0,000					
	JS11	0,728	0,628	0,000					
	JS12	0,739	0,639	0,000					
	JS13	0,757	0,677	0,000					
	JS14	0,711	0,711	0,000					
	JS15	0,752	0,752	0,000					
Employee Performance	EP16	0,788	0,788	0,000	0,700	0,706	0,817	0,529	0,575
	EP17	0,768	0,768	0,000					
	EP18	0,715	0,715	0,000					
	EP19	0,727	0,627	0,000					

Source: own study

The table 3 explain that all indicator used in this study exhibited outer loading values higher than 0.7. Thus, it could be concluded that all indicators in this study can be used for analysis. The next step was to analyze the data validity and reliability. The table shows that the data in this study meets the validity and reliability indicator, as the Cronbach alpha, Rhoa, and composite reliability value was higher than 0.7, and the AVE value was higher than 0.5. The data were found to meet the discriminant validity standard. The data can be used to predict the effect of job satisfaction and organizational culture on employee performance. The next step was to analyze the coefficient of determination using the R-squared values.

The result displayed above indicates that job satisfaction, organizational culture, and organizational commitment can affect employee performance by 57.5%. Meanwhile, the rest, 42.5%, was influenced by other variables outside this study. Job satisfaction and organizational culture were found to affect employee performance by 4117%. These variables can serve as a predictor of an increase in employee performance through organizational commitment. While the rest, 58.3%, was accounted for by other variables outside this study. The r-squared value indicates that the research model can be developed by adding more variables to analyze their effect on employee performance.

The table above shows that all indicators can represent the variable of the study. p -values $0.000 <$

0.05 (α) and T -Statistic $>$ T -Table. This research model can be used to analyze the effects on employee performance. Job satisfaction and organizational culture linked to organizational commitment can be analyzed using all indicators in this study. The present study analyzes the indirect effect in the research model. Some variables have a different path in analyzing the employee performance without the mediating variable. Such a result may imply different strategies in improving employee performance through organizational commitment. The predictive value can be used as a reference in determining the effect of job satisfaction, organizational culture, and organizational commitment on employee performance. The next stage was the hypothesis test using the T -test.

Table 4. Hypotheses Test

Variables	Original Sample	T-Statistic	P-Values	Hypotheses
Job Satisfaction => Organizational Commitment	0,191	1,773	0,077	Rejected
Job Satisfaction => Employee Performance	0,542	6,469	0,000	Accepted
Organizational Culture => Organizational Commitment	0,334	3,787	0,000	Accepted
Organizational Culture => Employee Performance	-0,086	0,736	0,462	Rejected
Organizational Commitment => Employee Performance	0,398	3,509	0,000	Accepted

Source: own study

The table 4 above shows that job satisfaction did not affect organizational commitment. Since the P- values was 0.077 (> 0.05) and T-Statistic was 1.773 (< 1.975 -Table.), H1 was rejected, meaning that job satisfaction did not affect organizational commitment. If there is a positive effect, job satisfaction is predicted to affect organizational commitment by 19.1%. However, job satisfaction was found to affect employee performance. The P-Value of 0.000 < 0.05 and T-Statistic of 6.469 > 1.975 T-Table Indicated that H2 is accepted, meaning that job satisfaction positively affects employee performance. Job satisfaction was found to improve employee performance by 54.2%. This percentage is quite significant when related to the efforts in improving employee performance.

Organizational culture was found to positively affect organizational commitment. The P-Value of 0.000 < 0.05 and T-Statistic of 3.787 > 1.975 T-Table indicate that H3 is accepted both variables positively affect each other. Organizational culture was found to increase organizational commitment by

33.4%. Different result was found regarding the effect of organizational culture on employee performance. The P-Value of $0.462 > 0.05$ and T-Statistic of $-0.086 < 1.975$ T-Table indicate that H4 is rejected, meaning that organizational did not affect organizational commitment. If the effect exists, organizational culture may lower organizational commitment by 8.6%. The organizational commitment can positively affect employee performance. The P-Value of $0.000 < 0.05$ and T-Statistic of $3.509 > 1.975$ T-Table indicate that H5 is accepted and shows that organizational commitment, as the mediating variable, positively affects employee performance. Organizational commitment was found to improve employee performance by 39.8%. The next stage was to find out the significance of indicator used to represent the research model. The last stage was to analyze the indirect effect, as displayed in the following table.

Table 5. Indirect Effect

Variables	Original Sample	T-Statistic	P-Values
Organizational Culture => Organizational Commitment => Employee Performance	0,286	2,330	0,020
Job Satisfaction => Organizational Commitment => Employee Performance	0,377	2,359	0,012

Source: own study

The table 5 indicates the indirect effect through job satisfaction and organizational culture. Organizational commitment, as the mediating variable, significantly affects employee performance. This variable serves as the stimulator of the increase in employee performance. Organizational culture was found to indirectly affect employee performance through the organizational commitment. The P- Value of $0.020 < 0.05$ and T-Statistic of $2.330 > 1.975$ T-Table Indicate that Organizational culture may indirectly improve employee performance by 28.6%. This finding implies that organizations need to have high commitment to the implementation of productive work culture.

Job satisfaction was found to indirectly affect employee performance through the organizational commitment. The P-Value of $0.012 < 0.05$ and T-Statistic of $2.369 > 1.975$ T-Table Indicate that job satisfaction may indirectly improve employee performance by 37.7%. It could be concluded that employee perceived job satisfaction may lead to higher organizational commitment to

fulfill work-related needs. This may indirectly affect the employees' work outcome. Employee performance is the final output of the work process to achieve the target.

5. Discussion

Job satisfaction can improve organizational commitment by 19% if it exhibits an effect on organizational commitment. This finding is different from previous studies on the positive effect of job satisfaction on organizational commitment (Çelik & Oral, 2021; Saridakis et al., 2020; Valaei & Rezaei, 2016). The relationship between the two variables implies that organizations should be able to improve employees' job satisfaction. The organization should be aware that job satisfaction can positively affect performance. Employees' job satisfaction can be seen in how employees enjoy their job. Financial and non-financial aspects should be proportionally considered along with organizational commitment. It is also necessary to provide equal and fair opportunities for promotion.

Job satisfaction was found to improve employee performance by 54%. This finding shows that the increase in employee performance requires employees' job satisfaction. Employees may perceive satisfaction if the organization can satisfy their needs. Other supporting components could be provided in competitive reward, strategic career development, and promotion opportunities. Coworker supports has also become one of the factors influencing job satisfaction, which may contribute to high employee performance achievement. This finding is consistent with the previous studies on the positive effect of job satisfaction on employee performance (Hendri, 2019; Vo-Thanh et al., 2020). Job satisfaction may encourage employees in order to give the best contribution to the efforts in achieving the business target.

Organizational culture was found to significantly affect organizational commitment. It was found that organizational culture may increase organizational commitment by 33.4%. This finding supports the studies that found a positive effect of organizational culture on organizational commitment (Neelam et al., 2015; Soomro & Shah, 2019). Organizational commitment is required in order to develop a healthy working culture. An organization's business characteristic is determined by the process carried out by employees. A quality work outcome can be attained through a healthy organizational culture. A healthy organizational culture is likely to lead to high organizational commitment. The implementation of organizational values heavily depends on the employees' organizational commitment.

Employees' collaboration and teamwork play pivotal roles in determining the work outcome quality. Therefore, organizational culture can improve the organizational commitment to achieve the business target.

This contradicts the relationship between organizational culture and employee performance, where it was found that organizational culture did not affect employee performance. This study found that organizational culture may lower employee performance by 8%. This is different from the finding of the positive effect of organizational culture on employee performance (Kuo & Tsai, 2019; Tannady et al., 2019). Organizational culture is supposed to be able to develop a dynamic and productive work atmosphere. A healthy organizational culture can help the implementation of a professional business process. Organizations should provide equal and fair treatment to their employees. The promotion process should be grounded on high-quality work outcomes, considering that work outcomes can affect the organization's profitability. The present study found that there are some other factors influencing employee performance. These factors include, among others, work environment conduciveness, compensation, human resources development.

Organizational commitment was found to positively contribute to employee performance. Through organizational commitment, job satisfaction and organizational culture may improve employee performance by 39.8%. This study supports the finding on the positive effect of organizational culture on employee performance (Virgiawan et al., 2021). The organizational commitment can be implemented through job satisfaction by developing human resources development system, strategic compensation, supporting work environment, and promotion. Employee development systems can be done through competence improvement programs and productivity-based promotion. Strategic compensation aims to retain employees and improve their loyalty. Organizations can give additional commissions and bonuses. Such programs are provided to support employees in achieving high-quality work outcome.

Organizational culture is known to be one of the variables supporting employee performance (Golden & Shriner, 2019; Rizki et al., 2019). However, the present study found no positive effect. This finding should be evaluated by the organization. Evaluating the organizational culture tend to change employees' working pattern and activities. A quality work outcome is determined by the effectiveness of the business process. Collaboration and teamwork are the centers of organizational culture. These two organizational values have not been optimal in improving employee performance. This condition may account for the decrease in employee performance due to organizational culture.

This study found the indirect effect of job satisfaction on employee performance. Organizational commitment, as the mediating variable, exhibits an indirect effect on employee performance. Organizational culture was found to indirectly affect employee performance by 28.6%. This is different from the finding on the direct effect of organizational culture on employee performance. Organizational culture requires support in the form of organizational commitment. Organizational culture in the form of regulation, policy, and guidelines cannot be implemented without the organization's consent. An organization may require employees to adhere to the regulations and policies. Organizational commitment is useful to formulate a comprehensive organizational culture. Organizations expect an effective business process from their employees. Work outcome quality is positively related to the organization's expected performance.

This study found that job satisfaction indirectly affects job performance by 37.7%. This finding implies that organizations should be committed to improving employees' job satisfaction to improve employee performance. Job satisfaction cannot be obtained without organizational commitment. Providing adequate facilities and a conducive work environment can create high work flexibility for employees. It was also found that organizational culture indirectly affects employee performance by 28.6%. Organizational culture cannot be implemented without employees' organizational commitment. Therefore, it is necessary to comprehensively evaluate the organizational culture. The business process depends on the implementation of organizational culture.

6. Business Implication

Employee performance serves as the output of the work process carried out according to the organization's regulations. Organizations expect employees' high productivity and quality work outcome. The working process may be determined by employees' job satisfaction and organizational culture. Business organizations are responsible for employees' job satisfaction. They need to provide physical and non-physical means to fulfill employees' job satisfaction. Some programs for improving job satisfaction include employee professionalism programs, communication training, and business competence program.

Employee professionalism programs may develop employees whose behavior suits the organization's business activity. Organizations need to provide productivity-based rewards and a conducive work environment to improve employees' comfort at the workplace. Comfortable, free, and flexible employees are likely to deliver innovations to their working process.

This job satisfaction can improve business quality to meet the organization's expectations. A satisfied employee may exhibit his/her best contribution to the organization's performance. The service quality in providing financing information for customers may determine their decisions to use the financing service. Professionalism programs held by the company may positively affect employee performance. The employees' communication skills should be adjusted to the business needs in order to obtain job satisfaction that positively affects employee performance.

Organizational culture can result in employees' professional behaviors (Pierce, 2004). This study found that organizational culture did not affect employee performance. The negative implication of this result is lowered employee performance quality. Poor organizational culture may result in lower employee performance quality. Although the statistical data indicates an insignificant effect on employee performance, it is still important to improve the work outcome quality. A quality business process requires healthy, collective, and competitive organizational culture. The organization members need to possess solidarity in achieving the expected performance goal. Teamwork is pivotal to complement each other. Team members' diversity in terms of competence and skills may become the key to attain a high-quality work outcome.

Organizations need to have a commitment to improve employees' job satisfaction and implement the organizational culture consistently. As a business entity, organizations should always attempt to improve their employees' job satisfaction. Job satisfaction is an accumulation of facilities and infrastructures provided by the company for employees in order to achieve the business target (Ben Moussa, 2018; Suparjo, 2017). Financing companies should provide rewards that suit employee contributions. Every successful attainment of the business target should be appreciated, either in financial or non-financial forms. In addition, organizational culture should be implemented consistently. All policies, regulations, and work procedures should be adhered to by every organization member. Organizational culture represents the company's vision and mission. Employees should be able to present excellent services to customers. Organizational commitment become the main component to improve the work outcome through the roles of job satisfaction and organizational culture.

The present study found an indirect effect on employee performance through the mediating role of organizational commitment. This variable proves the indirect effects of job satisfaction and organizational culture on employee performance. Efforts in improving employees' job satisfaction and organizational culture cannot be made without organizational commitment. Job satisfaction

and organizational culture were found to indirectly and significantly affect employee performance. Employees are expected to deliver a high-quality work outcome. Auto financing business requires organizational commitment to achieve the goal. Organizations need ideas, creativity, and innovation to achieve their business target. In this regard, employees play a strategic role in exhibiting optimal performance. Therefore, organizational commitment is required to attain the expected performance level.

7. Conclusion and Recommendation

This study concludes that job satisfaction and organizational commitment affect employee performance. However, it was found that organizational culture did not affect employee performance. Similarly, job satisfaction also did not affect organizational commitment. Organizational culture was found to affect organizational commitment, while the research model proves that organizational commitment is the key variable in improving employee performance. A significant difference was found in the implementation of organizational culture. Organizations need to change their culture to suit their business needs. Internal and external evaluations should be performed to anticipate rapid business changes.

Auto financing businesses rely on excellent customer services. Product information and quality become the main factor to satisfy the customers' needs. Improving employee performance requires employees' job satisfaction. Therefore, it is necessary for organizations to evaluate their efforts in fulfilling employees' job satisfaction. Providing adequate facilities and infrastructure is important in order to achieve the organizations' goal. Organizations should be able to develop a culture of excellent service. It is important for employees to understand that financing a business heavily relies on customer service skills. Thus, it is necessary to develop positive and professional behavior through organizational culture in order to achieve the expected work outcome and performance. This study can be extended by developing the research model. Future studies can involve more variables such as leadership, psychological contract, and employee development. These variables are likely to bring a different perspective to employee performance. The statistical method should be carefully selected to suit the research purpose. Logistic regression, multi-nominal, and panel data can be used in accordance with the research model. Business sectors can develop rapidly following the demands of technology. Therefore, issues on technology advancement can also become the focus of future studies.

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Abstract

The present study analyzed the mediating role of organizational commitment in the effect of job satisfaction and organizational culture on employee performance. Job satisfaction and organizational culture may influence employee performance. The variable with the most significant effect on employee performance was analyzed through job satisfaction and organizational culture. The result of the study demonstrated the increase in employee performance through organizational commitment. It is recommended to consider the positive effect of job satisfaction and organizational culture in the auto financing business. Partial Least Square (PLS) was applied. The method allows the researcher to analyze the direct and indirect effects in the research model, i.e., the effects of job satisfaction and organizational culture on employee performance when organizational commitment acted as the mediating variable. This study involved several auto-financing companies. Four hundred twenty employees from these companies were recruited as respondents using a stratified sampling technique. This study found that job satisfaction acts as one of the factors affecting employee performance achievement, as proven by its direct and indirect effects on employee performance. Organizational culture can improve employee performance through organizational support and commitment. The auto financing industry should be able to implement a competitive organizational culture.

Keywords: *Job satisfaction; Organizational Culture; Organizational Commitment; Employee Performance.*

JEL

Classification: J28; M14

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