

EFFECT OF ORGANIZATIONAL CULTURE, MOTIVATION AND SATISFACTION THROUGH COMMITMENT TO THE PERFORMANCE OF EMPLOYEES IN THE DEPARTMENT OF LIVESTOCK AND ANIMAL HEALTH SOUTH SULAWESI PROVINCE

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Abstract:-

This study Aimed to analyze the influence of organizational culture, motivation and job satisfaction through a commitment to the performance of employees at the Department of Animal Husbandry and Keswan South Sulawesi Province. This research is explanatory research conducted during the two months from March to May, 2015. The population of as many as 135 people and using stratified random sampling. Determination of the number of samples based on the sample tables developed by Issac and Michael, the which if a population of 135 people, then at the level of 95%, the number of samples of 113 people. Analysis of the data is used is path analysis. The results Showed that the variables of organizational culture, motivation and job satisfaction, organizational commitment through together (simultaneously) positive and significant impact on employee performance variables at the Department of Animal Husbandry and Keswan South Sulawesi Province.

Keywords:-*Organizational culture, motivation, job satisfaction Commitment, performance of employees*

INTRODUCTION

Department of Animal Husbandry and Animal Health of South Sulawesi is one of the regional work units (SKPD) Yag has the tasks of affairs in the field of Animal Husbandry and Animal Health based on the principles of Decentralization, Deconcentration and Tasks Assistance. Vision Department of Animal Husbandry and Animal Health of South Sulawesi province next five years is "South Sulawesi as the main supplier of beef cattle and seeds of the Year 2020". To realize its vision, the mission formulated namely: (1) providing animal origin food FOSTER, adequate and quality; (2) empower human resources farms to produce competitive products in domestic and global markets; (3) creating potential opportunities to improve the incomes and welfare; (4) creating jobs in the field of agribusiness and agro farms and (5) utilizing and conserving support resources.

The achievement of the vision, mission and goals of the organization as mentioned above, requires a reliable human resources, able to show the best performance for the organization. However, in practice, there are still some programs and policies that achievement does not correspond to predetermined targets. Many factors affect this, one of which is the low performance of employees is visible from the lack of employee understanding of organizational culture, motivation and satisfaction thus undermining the organizational commitment.

Someone will always crave appreciation of the results of his work, and expect a fair wage. The performance assessment needs to be done as objectively as possible because it will motivate employees in performing their activities. Beside that also penilaian performance can provide information for the benefit of salary, promotion and see the behavior of employees. Waldman (1994); performance is the combined behavior of the achievements of what is expected and the choice or part of the terms of an existing task on each individual in the organization. Meanwhile, according to Mangkunagara (2001: 67); performance can be defined as the result of the quality and quantity of work that can be achieved by someone employee in performing duties in accordance with the responsibilities given to him. Cascio (1995: 275) says that the performance of an employee performance of duties tuganya set. Soeprihantono (1988: 7); said that the performance is the result of the work of an employee during a certain periode compared with a range of possibilities, such as a standard, the target / targets / criteria that have been determined in advance and have been agreed. Various studies have shown some of the factors that affect employee performance. Nevertheless, this research seeks to elaborate the variables suspected to have a great influence on the performance, ie organizational culture, motivation, satisfaction and commitment.

Kreitner and Kinicki (1995: 532); orgainsasi argued that culture is the social glue that given the members of the organization. It seems to be a characteristic or personality varies from one person to another person can be incorporated into a strength of the organization hence the need for social cohesiveness. Buchanan and Huczyski (1997: 518); elements of the culture of the organization or organizations are values, beliefs, opinions, attitudes and norms. Molenaar (2002), Kotter and Heskett (1992) suggested that culture has full strength, affect the performance of individuals and even to the working environment.

The theory of motivation is a concept that is giving an explanation of the person's needs and desires and to orientate actions. One's motivation comes from internal and eksteren. Herpen et al. (2002); the results of the research say that the motivation of a person in the form of intrinsic and extrinsic While Gacther and falk (2000), Kinman and Russel (2001); Intrinsic and extrinsic motivation something equally affect one's duties. The combination of intrinsic and extrinsic incentives are stipulated agreement and is associated with a person's psychology.

Dole and Schroeder (2001: 23); Job satisfaction can be defined as the feelings and reactions of individuals to the work environment, while according to Testa (1999) and Locke (1983); Job satisfaction is an emotional excitement or positive statement results of the assessment of one job or job experiences. Nasarudin (2001); Igalens and Roussel (1999); Job satisfaction may be as a pleasurable ar the resulting positive emotional state from the appraisal of one's job or job experiences. The statement implies that job satisfaction is a positive emotional state can be unpleasant or resulting from an penilaian to jobs or experiences of a person's work.

Mowday et al (in Winahyu, 2007: 135) states that employees have a high commitment to the organization will be more motivated to attend the organizations and to achieve goals. Employees who have a strong commitment to the organization tend to be more stable and thus more profitable productive organization. Reicher (1986: 508) says that the commitment to the organization constitutes acceptance of interest and value - the value of the organization, which is defined as the degree of commitment of willingness to dedicate ourselves to the values and goals of the organization. Porter and Smith (Temaluru, 2001: 473) defines organizational commitment as the nature of the relationship between workers and the organization that can be viewed from a strong desire to remain a member of the organization, a willingness to be in the best interest of the organization and the trust and acceptance of the strong against the value - the values and goals of the organization.

Several empirical studies that support this study variables among undertaken Le and Yu (2004), O'Regan and Ghobadian (2004) showed that organizational culture related to performance. Lock et al., (2011), organizational culture associated with commitment.

Arshadi (2010), motivation correlated with performance. Gungör (2011), motivation significant effect on employee performance and motivation as mediating the relationship between a system of rewards to employee performance management. Susan et al., (2012), motivation significant effect on performance. Campbell (2007), intrinsic motivation does not affect the performance, while the motivation eksterinsik effect on performance. Miao et al., (2007), intrinsic motivation significant effect on performance, while the motivation eksterinsik not significant effect on performance.

The existence of a positive relationship between job satisfaction and individual performance (Parker and Kleemeir 1951; Vroom 1960; and Strauss in 1968 in Maryani and Supomo 2001). Studies that examine the relationship

between job satisfaction and individual performance is still not clear. Meta-analysis conducted by Iffaldano and Muchinsky (1986) found a significant correlation between the two variables. Research conducted by Ostroff (1992) provides empirical evidence that job satisfaction has no significant association with increased individual performance.

Chen et al., (2006), organizational commitment significantly influence performance. Yousef (2000), organizational commitment direct effect on performance. Suliman and Al Kathairi (2013), organizational commitment significantly influence performance. Lee et al., (2010), affective commitment and normative commitment influence the innovative performance and ongoing commitment has no effect on innovative performance. Chen et al., (2006), organizational commitment significantly influence performance. Shaw et al., (2003), organizational commitment does not affect the performance. Yiing and Achmad (2009), organizational commitment found to be significantly related to job satisfaction, but not with the performance of employees.

This study aimed to analyze the influence of organizational culture, motivation and job satisfaction through a commitment to the performance of employees at the Department of Animal Husbandry and Health of South Sulawesi.

METHODOLOGY

This research is research that is explanatory (explanatory research), which aims to analyze the influence of the influence of organizational culture, motivation and job satisfaction through a commitment to the performance of employees at the Department of Animal Husbandry and Health of South Sulawesi. When the study for two months ie March to May 2015.

The population in this study are all servants in the Department of Animal Husbandry and Animal Health of South Sulawesi as many as 135 people. The sampling technique used is random probability sampling technique stratified proportional (stratified random sampling). Stratified sampling technique is done proportionally based on the percentage of the population.

Chosen sampling technique based on the consideration that the population is scattered by strata or class of employees. Determination of the number of samples based on the sample tables developed by Issac and Michael, which if a population of 135 people, then at the level of 95%, the sample size of 113 people.

Analysis of the data used is path analysis (path analysis) supported by qualitative descriptive interpretation. Data were analyzed with the help of lisrel software version 8.50. The structural model of the relationship between variables can be seen in the image below:

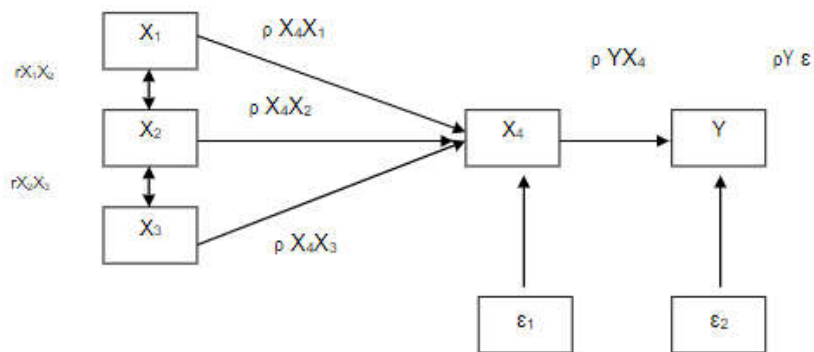


Figure 1. Relationships variable Structural Model

Instrument used in this study is a questionnaire that had previously been tested for validity and reliabilitasnya. Validity indicates the extent to which the measuring instrument can measure what will be measured. In other words, a test or measuring instrument can be said to have high validity if the device running the measuring function or provide measuring results consistent with the intent to do such measurements.

Validity test is done by correlating the score of each item with the total score of each attribute. According Sugiyono (2001: 233) Correlation is corrected item total correlation between the total score of the item is interpreted by consulting the critical value of r, if r arithmetic > R critical then the instrument is declared invalid. The validity of the test conducted on the score of each item with the total score of each attribute in the study showed the entire item independent variables and the dependent variable indicate valid or invalid, the corrected item total value above the positive Correlation r table. The instrument is said to be reliable if used several times to measure the same object would generate the same data. The technique used for reliability testing is by using Cronbach alpha is grouping the items into two or more parts. If the rhit > 0.6, the research data is considered good enough and reliable for use as input in the process of analyzing the data in order to test the hypothesis of the study. Based on the results of data analysis, validity and reliability values obtained as follows:

Table 1
Test Results Validity and Reliability Variable

Instrument	Alpha Cronbach	Requirements	Specification
Cultural organization (X1)	0,711	0,60	Reliabel
Work Motivation (X2)	0,645	0,60	Reliabel
Satisfaction (X3)	0,690	0,60	Reliabel
Organizational Commitment (Y1)	0,797	0,60	Reliabel
Performance (Y2)	0,644	0,60	Reliabel

Source: Processed questionnaire, 2015

Based on Table 1, it is seen that the value of Alpha Cronbach is $\geq 0,60$. The instrument is considered to have an acceptable level of reliability, if the measured value reliability coefficient ≥ 0.60 (Uma Sekaran, 2003). Thus it can be stated that the questions contained in the questionnaire is valid and reliable (reliably) or the respondent's answer to the questions is consistent or stable over time.

RESULTS AND DISCUSSION

Overview of Animal Husbandry and Animal Health

Working area Department of Animal Husbandry and Animal Health of South Sulawesi covering 23 districts / municipalities with an area of $62361.7 \pm \text{Km}^2$ and a population of 7.37937 million inhabitants. Department of Animal Husbandry and Animal Health has the tasks of affairs in the field of Animal Husbandry and Animal Health based on the principles of Decentralization, Deconcentration and Tasks. Vision Department of Animal Husbandry and Animal Health of South Sulawesi province five years depansebagai follows: "South Sulawesi as the main supplier of beef cattle and seeds of the Year 2017". To realize the vision that has set, then formulated the mission of the Department of Animal Husbandry and Animal Health of South Sulawesi Province as follows: Providing food from cattle that FOSTER, adequate and quality, empowering human resources farms to produce competitive products in the domestic market and globally, creating business opportunities to increase income and welfare of the community, creating jobs in the field of agribusiness and agro farms and utilize and conserve the supporting resources.

In order to achieve the vision and mission that has been set then formulated the basic strategy as follows: 'strengthen the technology function farm on cultivation and processing of results to increase the population and genetic quality of livestock as well as the competitiveness of farm products in order to meet the demand of domestic and global markets through the use of local resources sustainable ". Means that management is executed based on the functions that are the acquisition and the use and application of technology in the field of aquaculture to improve the genetic quality and post-harvest in achieving improved quality of livestock products. This reinforcement is done through the optimization and revitalization in the field of animal husbandry mainly technology Artificial insemination, natural mating with the use of superior sires and farm diversification through institutional strengthening and human resources peternaknya group.

For in organizing basic tasks, the Department of Animal Husbandry and Animal Health has the functions:

- Formulating technical policy in the field of animal husbandry and animal health which include livestock production, animal health and veterinary public health, business development and facilities.
- The provision of services in the field of animal husbandry and animal health which include livestock production, animal health and veterinary public health, business development and facilities.
- Coaching and execution of tasks in the field of animal husbandry and animal health which include livestock production, animal health and veterinary public health, business development and facilities.
- Implementation of other duties assigned by the governor according to the field tasks and functions.

Analysis Variable Description

1. Organisationsi Culture

Organizational culture is the employee perception of the everyday workings and always full of meaning underlying value and the motivation to work better. Variable measurement indicators of organizational culture through employee empowerment, team orientation, vision and direction of the organization. Based on the frequency distribution of respondents, it can be seen the average of each variable of organizational culture as follows: **Table 2**

Average response Respondents for Variable Cultural Organization

No.	Indicators	average weight of
1.	Empowerment	4.04
2.	Orientation Team	4.23
3.	Vision Clarity	4.09
4.	Clarity direction and goal	4.03
average of		4.09

Source: Primary Data Once processed, 2015

Table 2 shows that the variable yag high perceived by the respondents is variable team orientation. This suggests that organizational culture at the Department of Animal Husbandry and Keswan South Sulawesi Province is oriented team that has always emphasized on cooperation, teamwork and the spirit of unity. 2. Motivation

Motivation is a state in the person who drives the desire of employees to be able to improve its performance. Therefore, the need for achievement encourage someone to develop creativity and directing all of the capabilities as well as its energy in order to achieve optimal performance. Variable measurement of organizational commitment through indicators of achievement needs, control, social needs and the need for affiliation. Based on the frequency distribution of respondents, it can be seen the average of each variable of motivation as follows: **Table 3**

Average response Respondents for Variable Motivation

No.	Indicators	Average Weight
1.	need for achievement	4,19
2.	Control	4,11
3.	Social Needs	4,16
4.	Affiliates Needs	4,21
Average		4,17

Source: Primary Data Once processed, 2015

Table 3 shows that variable high perceived by the respondents is the variable need for affiliation. This suggests that the primary motivation for the staff at the Department of Animal Husbandry and Keswan South Sulawesi province is largely motivated to meet the needs of the affiliate, the basic motive for seeking and maintaining interpersonal relationships. Need for affiliation is also associated with a tendency to form friendships and to socialize, to interact closely with each other and to cooperate with others in a friendly way.

3. Satisfaction

Satisfaction an employee perceptions on satisfaction of policies, practices and procedures are perceived and received by individuals within the organization. Measurement of satisfaction variables through indicators, namely conformity, responsibility, standards, rewards, clarity, team spirit. Based on the frequency distribution of respondents, it can be seen the average of each indicator as follows:

Table 4 Average Answer Respondents for Variable Satisfaction

No.	Indicators	Average Weight
1.	<i>Conformity</i>	4,47
2.	<i>Responsibility</i>	4,45
3.	<i>Standard</i>	3,93
4.	<i>Reward</i>	3,89
5.	<i>Clarity</i>	3,72
6.	Team spirit	3,99
Average		3,98

Source: Primary Data Once processed, 2015

Table 4 shows that the variable high perceived by the respondents is variable satisfaction with conformity. Conformity an organizational conditions which provided more flexibility to act for employees and make adjustments to the tasks given. This relates to the rules established organization, policies and procedures. This shows that employee satisfaction towards developing organizational climate that is flexible and always adapt to the developments of the organization.

4. Organizational Commitment

Commitment organizational level of trust and acceptance of the staff at the Department of Animal Husbandry and Animal Health of South Sulawesi province to organizational goals and have a desire to remain in the organization. Variable measurement of organizational commitment through indicators of job characteristics, characteristics of the structure, work experience. Based on the frequency distribution of respondents, it can be seen the average of each variable as follows:

Table 5 Average Respondent's answer Variable Organizational Commitment

No.	Indicators	Average Weights
1.	Job Characteristics	4,03
2.	Structural Characteristics	3,95
3.	Work experience	4,02
average		3,99

Source: Primary Data Once processed, 2015

Table 5 shows that the variable high perceived by respondents is variable job characteristics. This suggests that organizational commitment owned by employees of the Department of Animal Husbandry and Keswan South Sulawesi Province is largely a commitment based on the characteristics of the job that can support the achievement of organizational goals, which, despite the challenges faced very large, but it remains a priority to employee well.

5. Performance

The performance employees is an implementation of what is planned, carried out by employees who have the ability, competence, motivation, and interest. Variable measurement of employee performance through indicators of quantity, quality, time, behavior, interpersonal relationships. Based on the frequency distribution of respondents, it can be seen the average of each indicator as follows:

Table 6 Average response Respondents to Performance Variables

No.	Indicators	average weight of
1.	Quantity	4,07
2.	Quality	4,09
3.	Time	3,90
4.	Behavior	4,15
5.	Relationships Interpersonal	4,03
	Average	4,05

Source: Primary Data Once processed, 2015

Table 6 shows that the variable high perceived by respondents are behavioral variables. This shows that the employee has a fairly high level of performance in the behavioral aspects. Aspects of this behavior is reflected in the speed and accuracy in carrying out the work and politeness in serving the community.

Inferential Analysis

This study seeks to examine the extent to which variables influence organizational culture, motivation and satisfaction with the performance through organizational commitment. To that end, performed statistical tests path analysis which is expressed by the following equation:

$$X4 = \rho_{x4x1} X1 + \rho_{x4x2} X2 + \rho_{x4x3} X3 + \square_1$$

$$Y = \rho_{yx4} X4 + \square_2$$

Where:

Y = employee performance

X1=organizational culture

X2= Motivation

X3= job satisfaction

X4=organizational commitment

PX4. X1 = coefficient path of organizational culture to organizational commitment

PX4. X2 = coefficient path of motivation to organizational commitment

PX4. X3 = coefficient path of job satisfaction organizational commitment

PY. X4 = coefficient path of the organization's commitment to performance

PX1U1 path = coefficient of residue

With operations following hypothesis:

$$H_0 : \rho_{x1xi} \leq 0, \text{ dengan } H_1 : H_0 : \rho_{x1xi} > 0 ; i = 1,2$$

To prove the above hypothesis, an analysis of the research data, as shown in the following table:

Table 7. Analysis of Correlation Between

Variabel	X1	X2	X3
X1	1,000	0,115	0,159
X2	0,115	1,000	0,163
X3	0,159	0,163	1,000

Source X3: Results analysis, 2015

The above table shows that there is a definite correlation between variables, where the correlation between the variables of organizational culture with motivation variable of 0.115. Correlation between variables of organizational culture with job satisfaction variables at 0.159.correlation between variables of motivation with job satisfaction variables at 0.163.

Structurally, it can be seen in the figure below:

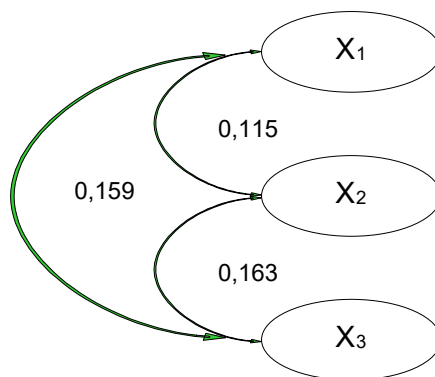


Figure 2. Relationship between variables X

Furthermore, to determine the magnitude of the path coefficient between variables X₁, X₂ and X₃ to X₄, and path coefficient of X₄ to Y can be seen in the following table:

Table 8. Test Results Stats pathAnalysis

Struktur paramater	Koef. Jalur (beta)	t. hit.	t. tab	Sig.	Decision
X1 to X4 (pX4. X1)	0,235	2,288	1,658	0,000	Accept Ha
X2 to X4 (pX4. X2)	0,226	2,105	1,658	0,004	Accept Ha
X3 to X4 (pX4. X3)	0,365	3,192	1,658	0,000	Accept Ha
X4 to Y (pX4. Y)	0,833	13,297	1,658	0,000	Accept Ha
R ² (X1,X2,X3 to X4)		0,499			
R ² (X4 to Y)		0,694			

Source: Results analysis, 2015

Notes: * significant at $\alpha = 0.05$ the analysis of the table shows that the path coefficient of simultaneous testing results are significant, so it can be taken a decision to reject H₀ and accept H₁ meaning it can be passed to the test individually. From the test results on an individual basis, it turns path coefficients of the variables X₁, X₂ and X₃ to X₄ are statistically significant, so that H₀ is rejected and H₁ accepted. Further analysis of the results in the table above is translated into a path diagram as the following diagram:

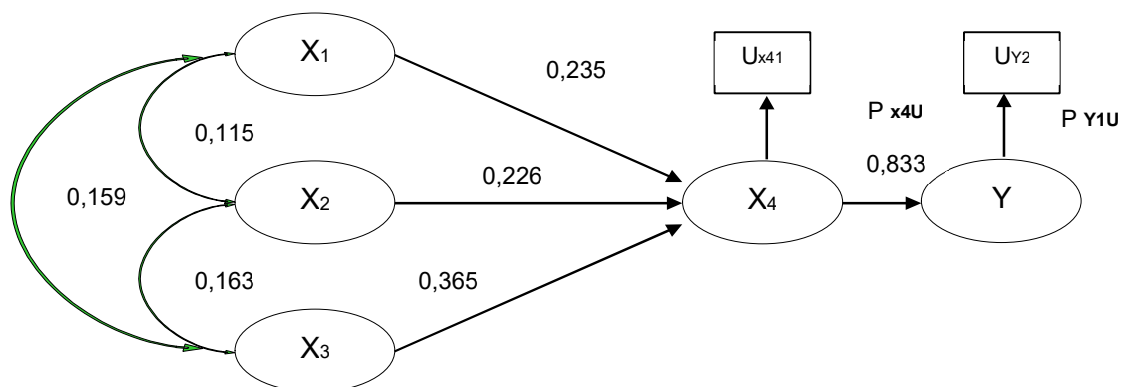


Figure 3. Relationship between Structure Variable X1, X2, X3 with a variable Y through an intervening variable X4

According to the table and the picture above, can be explained direct and indirect effect of each variable as follows: variable influence of Organizational Culture

1. the direct effect = $(\rho_{X4.X1}) \times (\rho_{X4.X1})$
 $= 0.235 \times 0.235$
 $= 0.055$
2. Influence through correlative relationship with X2
 $= (\rho_{X4.X1}) \times (r_{X1.X2}) \times (\rho_{X4.X2})$
 $= 0.235 \times 0.115 \times 0.226 = 0.006$
3. Influence through correlative relationship with X3
 $= (\rho_{X4.X1}) \times (r_{X1.X3}) \times (\rho_{X4.X3})$
 $= 0.235 \times 0.159 \times 0.365$

$$= 0.013$$

4. the net effect of X1 to X4 through X2 dan X3
 $= 0.055 + 0.006 + 0.013$
 $= 0,074$

Effect of variable Motivation

1. the direct effect $= (\rho_{X4, X2}) \times (\rho_{X4, X2})$
 $= 0.226 \times 0.226$
 $= 0.051$
2. Influence through correlative relationship with X1
 $= (\rho_{X4, X2}) \times (r_{X1, X2}) \times (\rho_{X4, X1})$
 $= 0.226 \times 0.115 \times 0.235$
 $= 0.006$
3. Effect through correlative relationship with X3
 $= (\rho_{X4, X2}) \times (r_{X2, X3}) \times (\rho_{X4, X3})$
 $= 0.226 \times 0.163 \times 0.365$
 $= 0.013$
4. The net effect of X2 to X4 through the X1 and X3
 $= 0.051 + 0.006 + 0.013$
 $= 0.070$

Effect of Job Satisfaction Variables

1. The direct effect $= (\rho_{X4, X3}) \times (\rho_{X4, X3})$
 $= 0.365 \times 0.365$
 $= 0.133$
2. Influence through correlative relationship with X1
 $= (\rho_{X4, X3}) \times (r_{X1, X3}) \times (\rho_{X4, X1})$
 $= 0.365 \times 0.159 \times 0.235$
 $= 0.013$
3. Influence through correlative relationship with X2
 $= (\rho_{X4, X3}) \times (r_{X2, X3}) \times (\rho_{X4, X2})$
 $= 0.365 \times 0.163 \times 0.226$
 $= 0.013$
4. the net effect of X2 to X4 through the X1 and X3
 $= 0.133 + 0.013 + 0,013$
 $= .159$

Variables Influence of organizational Culture, Motivation and Satisfaction of commitment and performance

1. the direct effect of organizational commitment on performance
 $= (\rho_{Y, X4}) \times (\rho_{Y, X4})$
 $= 0.833 \times 0.833$
 $= 0.694$
2. Effect of X1, X2, X3 to Y through the variable X4
 $= 0.074 + 0.070 + 0.159 + 0.694$
 $= 0,997$

Based on the calculations above, can be summarized in the following table:

Table 9. Effect of Direct and Indirect variable Organizational Culture, Motivation and Satisfaction of the Organizational commitment

Influence of	Organizational Culture (X ₁)	Motivation (X ₂)	Job Satisfaction (X ₃)
Direct	0,055	0,051	0,133
Indirect through X ₁	-	0,006	0,013
Indirect through X ₂	0,006	-	0,013
Indirect through X ₃	0,013	0,013	-
Effect of Total	0,074	0,070	0,159

Source: Results Analysis, 2015

The above table shows that the largest direct influence is the effect of job satisfaction variables on organizational commitment amounting to 0.133, which shows every 1 percent increase in job satisfaction will increase 13.3% variable organizational commitment. While the smallest is the motivation variable influence on organizational commitment of

0.051 which shows that every 1 percent increase motivation variable, it will increase the organizational commitment of 5.1%; assuming other variables in a state of constant or unchanged.

The total effect on organizational commitment is variable job satisfaction was 15.9%, showing that job satisfaction is the variable most dominant influence on the increase organizational commitment, with the assumption that job satisfaction is supported by organizational culture and employee motivation.

Discussion

Based on the calculations above, it is known that the direct effect of organizational culture on organizational commitment in the Department of Animal Husbandry and Keswan South Sulawesi Province amounted to 0.055, or 5.5% by value $t_{count} > t_{table}$ ie $2.288 > 1.658$. This is reinforced by the significant value of 0.000 is smaller than the 0.05 confidence level. So the first hypothesis is accepted.

The direct effect of motivation on the organization's commitment to the Department of Animal Husbandry and Keswan South Sulawesi Province amounted to 0.051 or 5.1% by value $t_{count} > t_{table}$ ie $2.105 > 1.658$. This is reinforced by the significant value of 0.004 is smaller than the 0.05 confidence level. So that the second hypothesis, accepted.

The direct effect of job satisfaction on organizational commitment in the Department of Animal Husbandry and Keswan South Sulawesi Province amounted to 0.133 or 13.3% with a value of $t_{count} > t_{table}$ ie $3.192 > 1.658$. This is reinforced by the significant value of 0.000 is smaller than the 0.05 confidence level. So that the third hypothesis, accepted.

The direct effect of organizational commitment to employee performance Livestock and animal health in South Sulawesi Province amounted to 0.694 or 69.4% with a value of $t_{count} > t_{table}$ that is $13.297 > 1.658$. This is reinforced by the significant value of 0.000 is smaller than the 0.05 confidence level. So that the fourth hypothesis, accepted.

Indirect influence organizational culture, motivation and gratification of employees working on the performance of the Livestock and Keswan South Sulawesi Province through the organizational commitment of 0.997 or 99.7% with a value of $t_{count} > t_{table}$ that is $13.297 > 1.658$. This is reinforced by the significant value of 0.000 is smaller than the 0.05 confidence level. So the fifth hypothesis, accepted.

The better understanding of the prevailing culture in the Department of Animal Husbandry and Keswan South Sulawesi province, the better the performance of employees, and vice versa. The logical consequence of this finding is all the elements involved in the organization must have the same responsibility to build a healthy organizational culture. The more healthy organizational culture will improve the performance of the Livestock and Keswan South Sulawesi province.

The research result is in line with that indicated by Zunaidah and Ardi Novarandi Arif Budiman (2014: 52) is the variable of organizational culture has t_{count} equal to 6.550 with a significance level of 0.000 which is smaller than α ($0.000 < 0.050$), H_0 is rejected, it means that organizational culture significantly influence employee performance. Research by Widodo (2011: 78) also showed similar results, culture positive and significant impact on the performance level of correlation of 0.808 and a significance level of $0.005 < 0.05$. Similarly, the results of research conducted by H. Friend Koesmono (2005: 175) shows that organizational culture influence on employee performance positively. This study differs from previous studies include research conducted by Nina uncertainty, Syafrizal Chan, and Ice Kamela (2013: 15) suggests that organizational culture has no significant effect on the performance of employees of the Regional Secretariat Full River with a regression coefficient of 0.012 with a value of *Critical Ratio* amounted to 0,146.

This is in line with the opinion of Hofsted in Koesmono (2005), that culture is the interaction of traits that affect the habits of a group of people in their environment. Similarly Eldrige & Crombi (2007), organizational culture as a unique configuration of norms, values, beliefs and ways of behaving that characterize how groups and individuals working together to complete the task.

The results of this study showed that increasing employee performance can be done with improved organizational culture that can increase employee commitment to the organization, both affective commitment and sustainability commitments. This is in line with research Sopiha (2008) which concluded that that understanding of the influence of organizational culture in a positive and significant impact on employee performance is that the better the culture of the organization that built it increased the level of employee satisfaction and employee satisfaction is influenced by organizational commitment leadership then will have an impact on performance improvement.

Based on these results seen that organizational culture plays an important role as one of the triggers growth of commitments. So with improvements in the perception of each member organization of organizational culture work place, the higher the commitment to the organization. From the research results are also obtained the majority of employees berpersepsi enough of organizational culture and organizational commitment was. This is possible because employees feel they were not in line with what they want about the circumstances that existed at the Department of Animal Husbandry and Keswan South Sulawesi province. However, if viewed from the period of the employment obtained the majority of employees have a service life of more than 10 years. This shows that employee loyalty is high enough and has a high commitment to the organization.

The results of this study showed that motivation can improve employee performance. Everyone is different in activities between one another depends on the ability, willingness, wishes, expectations, needs, goals, objectives, and so forth. Motivation is also a condition that gives impetus to do something. Employees who have high motivation will continue to work hard to overcome all kinds of problems faced in the hope of achieving better results again. It is visible on high motivation, show interest, have the attention and participation in a task or activity. This study is in line with Heider (in Mc. Affec proffenberger, 1992: 3) stated motivation is a factor that affects a person who comes from within him. Motivation is a condition that drives people towards a specific purpose and as energy to generate a boost in self.

Organizational commitment can affect the effectiveness of employee due to the high commitment memilki then an employee will carry out his duties in an orderly and smoothly so that their work (performance) will increase and will

impact organizational goals that can be achieved optimally. Besides the factor of commitment, organizational culture also affects the level of effectiveness of the organization's work. All organizations have a culture in which the culture has a significant influence on the attitudes and behavior of members of the organization (Robbins, 1996). Organizational culture is closely related to the perception of the values and the environment, and the perception that spawned the meaning and philosophy of life that would influence the attitudes and behavior of employees and management work. Every employee and management should have a viewpoint or a common understanding of the meaning of organizational culture so that the effectiveness of the work in order to achieve organizational goals can be achieved. Actualized culture in the organization is very diverse. Can be in the form of dedication / loyalty, responsibility, cooperation, discipline, honesty, perseverance, spirit, quality of work, fairness, and integrity of personality.

In the daily life of a person before the motivation will be preceded by a motive in him. Compliance with the requirement of motivation is not inevitable for all employees because if motivation met with both job satisfaction and will appear on the next turn will have an impact on his sobriety. Motivation can be financial and non-financial impact on job satisfaction (Grund and Sliwka, 2001). It is reasonable for a person to meet the needs of life will not be released to the needs of intrinsic and extrinsic. This study continues research conducted by Herpen et al. (2002); which gives an opportunity to the other party to investigate the influence of work motivation on job satisfaction. At the end of this research, it was found that the factors of organizational behavior: Cultural Organization, motivation and job satisfaction does have an influence on performance. This study is also consistent with research Koesmono (2005) who found that the direct motivation effect on job satisfaction for 1462 and motivation influence on the performance of 0387, job satisfaction affect the performance of 0,003 and organizational culture affect the performance of 0506, the organizational culture influence on motivation at 0.680 and organizational culture influence on job satisfaction for 1183.

Influence of satisfaction on commitment in this study also supports research Teresia and Suyasa (2008); where the higher the degree of employee satisfaction can be increased commitment to join the organization. Job satisfaction is a person's perception of the work, based on factors such as style tops work environment, rules and procedures, co-workers, working conditions and the level of compensation received. Work elements associated with job satisfaction include compensation, employment promotion, working conditions, supervision, how the organization and the relationships created between superiors and subordinates (Mosadeghard and Yarmohammadian, 2006).

Final Research Findings

Based on the findings of the end of the model, then the implications associated with this research is related to organizational culture, motivation, organizational commitment, satisfaction and performance. The success and the performance of a person in a line of work is determined by the level of competence, professionalism also commitment to the field is practiced. An organizational commitment showed a man identifying power of involvement in an organization. Therefore, organizational commitment will lead to a sense of belonging (*senseofbelonging*)to the employees of the organization. The occurrence of changes in the organization is also having an impact on changes in the duties and obligations of employees. Employees are expected to become more creative to find new ways to improve the effectiveness and efficiency of work in the organization. When organizations reduce the number of employees, the organization will be more dependent on the employees who remained to do things beyond what was assigned to them.

So it is with the attitude of the organizational culture is also seen as a factor that influences the improvement of organizational effectiveness. Cultural organization has a goal to change attitudes and behavior of human resources in order to increase labor productivity to face many challenges in the future. Attitudes toward organizational culture becomes more meaningful in accelerating or slowing down this adaptive ability. If an employee has an individual value that is contrary to the organization's culture, it indicates a low level of affection, and vice versa. In this case there should be an obvious fact of how employee attitudes toward prevailing organizational culture.

Cultural organizations have become an important theme in research management and business in recent decades. Because each organization has an organizational culture that affects all aspects of the organization and the behavior of its members individually or in groups. The influence of organizational culture will be felt by people, for example if it is in an institution, then exit and enter other institutions. Organizational culture is characteristic of the organization, not individual members. The contents of existing organizational culture that can be sensed easily as artifacts and there are difficult diindera such as values, norms, assumptions and philosophy of the organization. The contents of organizational culture is introduced and taught and implemented in the organization.

Organizational culture is a social force that is not visible, which can move people in an organization to perform work activities. The culture of an organization has the character to influence any of its members involved in activities with the provision of the best services in order to improve organizational performance. In other words, each organization must have a certain advantage, backed by a strong organizational culture and understood and accepted by all members of the organization consistently. Organizational culture not only unite, but also facilitate the commitment of members of the organization to the organization and its working group. An organizational culture that is conducive to develop a sense of ownership and commitment to the organization and its working group.

Organizational commitment is the desire of members of the organization to maintain its membership in the organization and are willing to strive for the achievement of organizational goals. Compatibility of members of the organization with the prevailing culture can increase productivity, job satisfaction, performance, organizational commitment and desire to remain in the organization. If the organizational culture can bind everyone involved in the organization, in that person will arise a sense of doing your best to the organization, because of the growing awareness in him that he is an important part of the organization. That is, he will be committed to continue to support the organization, for their awareness and sense of belonging to the organization.

The ability of organizations to manage their employees well will lead to a strong commitment of employees to the organization. Conditions like these can improve the performance of employees in order to achieve organizational goals. The commitment the organization has an important relationship with the effectiveness of the work, commitment increases led to the effectiveness of the increase.

This high performance will be very difficult to obtain if the employee does not have a commitment to the organization, the commitment is the reason for an employee to stay on and work organized. Forms of employee commitment can be realized, among others, in some of the following:

1. Commitment in achieving the vision, mission, and goals of the organization.
2. Commitment in carrying out the work in accordance with the standard working procedures of the organization.
3. Commitment to develop the quality of human resources and the quality of the product concerned.
4. Commitment to develop team work together effectively and efficiently.
5. Commitment to an organization dedicated to critically and rationally.

Basically the same meaning implement commitments to perform the duties, responsibilities, and the promise that restrict the freedom of a person to do something. On the other hand means their commitment *ketaatan* a person to act in line with its promises. The higher the degree of commitment of employees the higher the performance it achieves and the more *efetif* an organization in achieving its goals. No commitment is very high and there are very low.

Factors that affect the degree of commitment is intrinsic and extrinsic factors relevant employees. Intrinsic factors may include the employee aspects of socio-economic conditions of employees, age, education, work experience, stability of personality, and gender. While extrinsic factors that could encourage a certain degree of commitment among others, are exemplary management particularly in a committed top management in various aspects of the organization. It is also affected by factors management recruitment and employee selection, training and development, compensation management, performance management, career management, and control functions superiors and co-workers. Extrinsic factors outside the organization among other cultural aspects, macro-economic conditions, employment opportunities, and competitive compensation.

Employees who have a high organizational commitment has a high work enthusiasm and hard work and actively seeking to resolve problems in the workplace so that it can complete the tasks with higher quality, so the higher employee commitment to the organization will encourage its performance is also high. Loyal and committed employees who can complete their tasks with higher quality. This will improve organizational performance, productivity, and efficiency of the organization

Each individual has different characteristics, such as physical form, ability, personality, motivation, needs, and others. Differences in characteristics will have an impact on the performance difference. On the other hand, such as working conditions, leadership within the organization, relationships with co-workers, all affect the performance of employees. Job satisfaction and individual performance is still a topic that continues to be debated, where the results showed inconsistent results. There are three different perspectives on the relationship of job satisfaction and performance, namely: (1) Performance result in job satisfaction, (2) Job satisfaction causing performance, and (3) There is no relationship between job satisfaction and performance and are both influenced by the characteristics of employees and the work environment , Most people believe that job satisfaction causing performance. Similarly, many leaders of organizations believe that the cause of performance and job satisfaction hopes businesses improve employee satisfaction will result in improved performance. As noted by Strauss that job satisfaction causing performance, and that productivity can be improved through increased job satisfaction, because job satisfaction to encourage workers to improve productivity.

For companies or organizations based ministry that creates services, internal service quality is very important. Because the quality of internal services can improve employee satisfaction. Employees who are satisfied are more likely to be friendly, cheerful and responsive to the community so that people get a good service. It can build satisfaction and loyalty to the community and will ultimately impact on organizational performance. Employee satisfaction frontline who have regular contact with the public is positively associated with satisfaction.

CONCLUSION

Based on the results and discussion, it was concluded that variable of organizational culture, motivation and job satisfaction through organizational commitment together (simultaneously) positive and significant impact on employee performance variables of the Livestock and animal health in South Sulawesi Province. Based on the conclusion, it is suggested that employee performance can be further improved, it is necessary efforts to improve organizational culture that reflects the image of the organization, increased motivation and satisfaction of employees so that employees have a higher commitment to improving performance.

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