

ANALYSIS OF THE IMPACT OF ORGANIZATIONAL CULTURE AND ORGANIZATIONAL COMMITMENT IN IMPROVING JOB SATISFACTION IN MSMEs

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Abstract

Inclusive, collaborative and transparent organizational culture has a vital role in improving performance employees at Micro, Small, and Medium Enterprises (MSMEs) in Kendari City. Although thus, the implementation of this culture is still meet obstacles in creating an optimal work environment. This study aims to identify characteristics of organizational culture that influence performance employees in MSMEs Kendari City. With qualitative research methods, data was obtained through interview in-depth with employees and MSMEs owners. The results of the study show that an inclusive, collaborative and transparent organizational culture has a positive impact on performance. employee past improvement involvement, synergy team, and trust. Core values such as integrity, innovation, and service customer participate plays an important role in strengthening the foundation of organizational culture as well increase productivity employees. These finding underlines importance implementation of a supportive organizational culture as a sustainable strategy for performance in MSMEs

Keywords: Organizational Culture, Employee Performance, Inclusivity

INTRODUCTION

Micro, Small and Medium Enterprises (MSMEs) in Kendari City, as in many other areas, play a crucial role in driving economic growth. However, MSMEs in Kendari faces a number of challenges, especially in improving performance their (Husriadi, 2023; Husriadi & Nurjanah, n.d.; Husriadi, Bahar, et al., 2024) employees. These challenges are often rooted in significant internal factors, one of which is a lack of harmony between organizational culture, organizational commitment, and level of satisfaction Work employee (Handoko & Setiawan, n.d.; Herrera & De Las Heras-Rosas, 2021). Organizational culture that is not yet fully internalized can cause mismatch between

vision company and operations daily (Puiu, 2020). This condition can inhibit performance employees, reducing motivation, and lowering productivity (Tran, 2017). Weakness organizational commitment, which is characterized by a lack of attachment emotional employees towards goals and values company, can also reduce loyalty and passion Work employee (Almeida et al., 2024). Satisfaction work is an important connecting factor the influence of organizational culture and organizational commitment on performance employee (Tadesse Bogale & Debela, 2024). Satisfaction Work reflect feeling positive or negative employees towards their work, influenced by various aspects such as workload work, work environment, compensation, and relationships between employee (Abawa & Obse, 2024; Ratnasari et al., 2020; Turulja & Kožo, 2023; Wua et al., 2022).

Therefore, several previous studies have shown that satisfaction high work can improve motivation, productivity, and loyalty employees, while dissatisfaction in work can have an impact bad for organizational (Hidayat et al., 2022; Memon et al., 2023; Sironi, 2019) performance. However, previous research that specifically special focus on the role of satisfaction work in the context of MSMEs is still limited (Memon et al., 2023; Susanto et al., 2022). Therefore, further research is needed to explore how organizational culture and organizational commitment can influence satisfaction work and its impact on performance employees. By understanding interaction between internal organizational factors and performance Employees, MSMEs in Kendari can get outlook strategic to develop more effective management strategies. Improvement this understanding will helping MSMEs improve performance employee in a way structured, achieving organizational goals, and facing challenge global competition better. Therefore, this study aims to examine the influence of organizational culture and organizational commitment on performance employees at MSMEs in Kendari City, taking into account satisfaction work as a variable mediation is important. This research will exploring how organizational culture can influence behavior and productivity employees, and how organizational commitment can improve their motivation. It is hoped that this research can provide deeper insight into how these internal factors interact with job satisfaction. work to influence performance employees in MSMEs. In addition, this study highlights the role of employee satisfaction work as an important mediator in connecting organizational culture, organizational commitment, and performance. employees. Emphasis on satisfaction work as a variable mediation open new perspective in understanding connection complex between these elements. The study that focuses on the MSME sector in Kendari City presents valuable and enriching insights literature academics related to the topic. Findings from this research has broad implications, not only for business practitioners and decision makers policies, but also for the government in designing policies that support growth MSME sector. By increasing satisfaction work and organizational commitment, is expected productivity and performance employees can be improved, making contributions positive for local

and national economic growth. Thus, this research contributes valuable to literature management human resources and business practices.

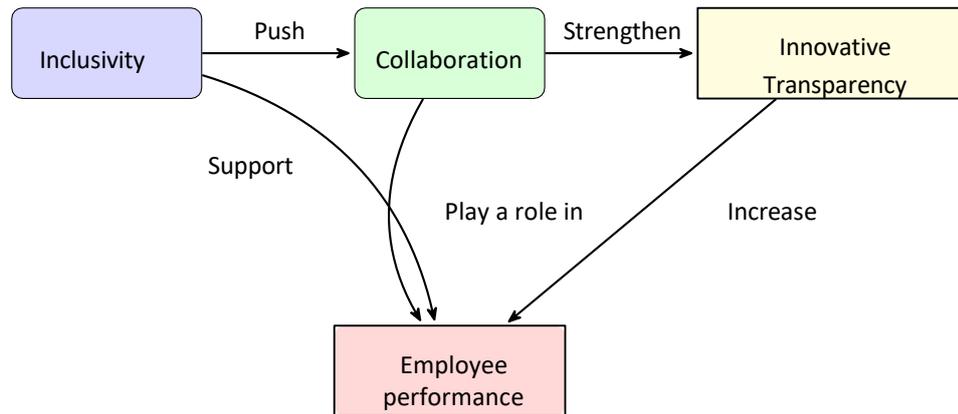
RESEARCH METHODS

This research uses method qualitative with a descriptive-exploratory approach, designed to dig deeper into the dynamics of the relationship between various elements such as organizational culture, organizational commitment, job satisfaction work, and performance employees in the context of the Micro, Small, and Medium Enterprises (MSMEs) sector in Kendari City. This research process consists of from a series a structured and systematic stage, starting with preliminary research aimed at identifying variables relevant main points. After that, it is continued with the compilation of guide very detailed interviews to ensure comprehensive data can be obtained. The research sample was selected in a way purposive, involving employees and owners of MSMEs who are considered representative. To get outlook deep about view employees about the organizational culture, their commitment to the organization, their level of satisfaction their work, as well as its contribution to performance, and is carried out through interview in-depth. The main data in this study were collected through method semi- structured interviews, supplemented by observations participatory. To strengthen data validity, thematic data analysis is used, while triangulation method applied use increase reliability findings. The data analysis process was carried out in a way iterative which allows researchers to evaluate and ensure accurate interpretation from interaction complex between these factors in the context of MSMEs in Kendari City.

RESULTS AND DISCUSSION

In this section, the results and discussion of research on organizational culture in Kendari City MSMEs, the research results show that characteristics key elements such as inclusivity, collaboration, and transparency Innovation plays a very important role in performance employees. As in the visualization connection between entities found in this study. This can be seen in the description the following research results:

Figure 5.1. Visualization of Relationships Between Entities



Source: processed, 2024

Inclusivity, collaboration and transparency innovative is important factors in creating a conducive work environment. Therefore, the findings of this study indicate that Inclusivity push healthy collaboration between employees, while effective collaboration strengthen transparency in the innovative process. The combination from third This factor has an impact straight to the upgrade performance employee.

5.1 Organizational culture

5.1.1 Characteristics Inclusive

inclusive organizational culture in Kendari City's MSMEs reflects attitude acceptance and openness to diversity as well as view from the employees. This study found that an inclusive work environment capable increase the sense of connectedness and involvement among employees. From the results interview, employee to reveal that policy enforced inclusion, such as participation in decision- making decisions and opportunities contribute in a way equal, plays an important role in improving their motivation and performance. This finding is in line with research conducted by (Alghofeli et al., 2024; Chatzopoulou et al., 2022a; Husriadi, Aswin, et al., 2024; Muafi et al., 2023), which shows that the organization that implements inclusivity tend to increase satisfaction work and commitment from its employees.

5.1.2 Collaborative

Aspect Collaborative culture in an organization is recognized as an important factor that strengthens synergy team and effectiveness work. The results of this study reveal that collaborative approach push productive interaction and innovation between member team. Based on results interview, implementation working group cross functions and regular brainstorming sessions proven speed up settlement project as well as increase creativity team. Managers and staff interviewed state This finding is in line with research conducted (Alghofeli et al., 2024; Chatzopoulou et al., 2022; Liu & Lin, 2024; Memon et al., 2023; Muafi et al., 2023; Paulus et al., 2018, 2018; Susanto et al.,

2022), show that teams working in a collaborative environment experience increased performance. Because existence support together and exchange ideas more effectively.

5.1.3 Transparency Innovative

Transparency innovation in organizational culture includes communication open about goals, strategies and bait back. This study revealed that transparency can improve trust and accountability, which ultimately contribute to improvement performance employees. Based on interviews conducted, practices such as meetings results transparent work and reporting progress in a way open proven effective in improving understanding employee regarding roles and responsibilities they answered, and strengthen motivation to achieve the targets that have been set. This finding is consistent with research (Dholakia, 2023; Hodgkinson & Ford, 2011; Husriadi & Ode Muhammad Sardin, 2024; Schnackenberg & Tomlinson, 2016), which states that transparency in organizations has the potential increase trust employees towards management at a time strengthen their commitment to achievement organizational goals.

Therefore, in general Overall, the characteristics of an inclusive, collaborative, and transparent organizational culture in Kendari City's MSMEs play an important role in improving satisfaction work and performance employees. This finding is in line with the theory that a positive and supportive work environment has a significant impact on outcomes. Work employees. This study recommends that MSMEs continue to strengthen aspects of organizational culture to maintain and improve performance as well as satisfaction employee on an ongoing basis.

5.2 Core Values

In the context of organizational culture in Kendari City MSMEs, core values such as integrity, innovation, and service to customers have a significant impact on performance employees. This study emphasizes how these values not only shape character of the organization, but also influences effectiveness as well as productivity power Work in a way overall. This can be seen in the description the following research results:

5.2.1 Integrity

Integrity is one of the fundamental values that are highly respected and upheld high in organizational culture in Micro, Small, and Medium Enterprises (MSMEs) in Kendari City. From the results interviews that have been conducted, it was found that organizational policies that are special emphasize importance ethics work and transparency in a way significantly supports the creation of a fair and trustworthy work environment. Implementation system reporting efficient ethics as well as enforcement anti- corruption policy hold role crucial in building solid trust among employees. This trust, in the end, has a positive impact on performance. their work. This finding is in line

with research conducted by (Chatzopoulou et al., 2022b; Husriadi, Ode, Said, et al., 2024; Men et al., 2022; Schnackenberg & Tomlinson, 2016), which shows that existence Strong integrity in an organization contributes big on the increase trust between employees and management. This also plays a role in improving commitment as well as satisfaction work in between employee.

5.2.2 Innovation

The value of innovation has become an essential foundation in organizational culture, especially in forming creativity and increase competitiveness among MSMEs. Based on results interview in depth that has been done, emphasis strong towards the innovation can be seen from how they implement ongoing training programs. These programs provide opportunities for employees to experiment with new ideas without rigid boundaries. In addition, innovation session activities are routine and giving awards for creative ideas also play an important role in motivating employees to be able to think outside the box. Thus, employees are more motivated to contribute in a way active in developing products and services that are not only better but also more relevant to market needs. Positive impact from this approach, besides repair organizational performance, is also reflected in the increase satisfaction the work of its employees. This finding is in line with research conducted by, (Baccarella et al., 2022; Husriadi et al., n.d.; Husriadi, Ode, Musawir, et al., 2024; Husriadi & Kartika, 2024; Jones et al., 2020) which revealed that organizations that support an innovative environment tend own a more creative team and more prepared adapt to changing market dynamics.

5.2.3 Service Customer

Service value customer own very important role in development experience positive and positive customers direct impact on the reputation of the organization. Based on the results of the research conducted, found that dedication to service customer reflected through the training process intensive designed to improve skills in providing services. In addition, the use of bait come back direct from customers become elements key in business continuous improvement. This study also states that a comprehensive approach this kind of thing not only works increase level satisfaction customers, but also participate motivate employees, which ultimately feel that their contribution to service customer recognized and appreciated. This finding is in line with the results of research conducted by (Guillon & Cezanne, 2014; Mittal et al., 2018, 2023), which concludes that the organization that places customers as core values often get level loyalty higher customers, as well performance better employees.

In general, overall, values such as integrity, innovation, and service customer play an important role in creating a strong organizational culture among MSMEs in Kendari City. If these values are implemented in a way consistent, they not only strengthen the foundation of organizational culture but also significant increase performance

employees. This study emphasizes importance these values in an effort to create a supportive and productive work environment. Therefore, it is recommended that MSMEs continue cultivate and integrate these values into each aspect their operations in order to achieve optimal and sustainable results.

CONCLUSION

This study discusses how an inclusive, collaborative, and transparent organizational culture play a role in improving performance and satisfaction Work MSMEs employees in Kendari. Inclusive culture push involvement employees by accommodating diverse view, whereas characteristic collaborative strengthen synergy teams and drive innovation through productive interactions. Transparency in internal communications improves trust employees towards management, which in turn increase performance. Integrity, innovation, and service customers are the core values that shape the organizational culture of MSMEs in Kendari. To strengthen an inclusive culture, it is recommended to involve employees in recruitment decisions and encourage collaboration and innovation. It is also important to implement transparency and open communication as well as consistent in application core values for use increase satisfaction work and loyalty employees. Continuous training in the areas of integrity, innovation, and service. Customers are very important to motivate employees and fulfill continuous market demands develop.

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