

THE INFLUENCE OF ORGANIZATIONAL COMMITMENT ON ORGANIZATIONAL PERFORMANCE MEDIATED BY INFORMATION SYSTEM USER SATISFACTION

Suluh Agus Hendrawan^{1*}, Omi Pramiana², Mardi Astutik³

^{1,2} Accounting Department, STIE PGRI Dewantara, Jombang, Indonesia

³ Management Department, STIE PGRI Dewantara, Jombang, Indonesia

*Corresponding Author: omi.dewantara@gmail.com

Abstract : The need for information systems is seen as very large, not only in the private sector but also in public / government sector, which is seen as very basic. The change from a manual submission system to a paperless information system is felt to be appropriate and in accordance with current situation. The purpose of this study was to determine the effect of organizational commitment and user satisfaction on employee performance. The sample used is BPKAD Jombang Regency employees as many as 92 employees. Data analysis using path analysis. The results of the study explain that there is a significant positive effect of organizational commitment on system user satisfaction, there is an insignificant negative effect of organizational commitment on organizational performance, there is a significant positive effect of system user satisfaction on organizational performance, user satisfaction is not able to mediate the effect of organizational commitment on organizational performance.

Keywords: Organizational Commitment, User Satisfaction, Organizational Performance

1. Introduction

The performance of government organizations has been in the spotlight recently, especially since the emergence of a more democratic climate in government. Performance is often interpreted narrowly, namely as work performance. The achievement of an organization's performance is usually carried out by using good governance.

The need for information systems is seen as very large, not only in the private sector but also in the public / government sector, which is seen as very basic. To implement the provisions of Government Regulation Number 16 of 2018 concerning the Procurement of Goods and Services, there are consequences for a large number of data and requirements that must be completed.

Factors that influence the successful implementation of information systems include organizational commitment and information quality. Organizational commitment can be described as an effort to clearly identify each organization's goals and values, a strong desire from employees to be part of the organization and a willingness to make efforts on behalf of the organization (Nehmeh, 2009). The use of the information system for the procurement of goods and services in this study uses the internet network so that the security and smooth transfer of data is an important thing to pay attention to.

The success of the implementation of information systems has a positive effect on organizational performance. The information system performs several functions, namely collecting data, processing data, managing data, controlling data and generating data.

The influence of information systems to support organizational performance in the public sector is still small where organizational performance measures cannot be directly related to earnings performance. This study aims to determine the effect of information quality and organizational commitment on system user satisfaction and organizational performance, as well as to determine whether system user satisfaction can be a mediating variable for the influence of information quality and organizational commitment on organizational performance.

Research Question

- 1 Is there an effect of organizational commitment on system user satisfaction?
- 2 Is there an effect of organizational commitment on organizational performance?
- 3 Is there an effect of system user satisfaction on organizational performance?
- 4 Is system user satisfaction able to mediate the relationship of organizational commitment to organizational performance?

Research Question

a. *The Theory of Reasoned Action*

The Theory of Reasoned Action (TRA) was developed by Martin Fishbein and Icek Ajzen in 1980 in Jogiyanto (2007). This theory is a derived theory from previous research on the theory of attitude which studies attitudes and behavior.

b. Theory of Planned Behavior

Jogiyanto (2007) explains Ajzen's goal to develop this theory by adding constructs that are not yet included in the TRA. The construct added in this theory is perceived behavioral control.

c. Organizational Performance

Organizational performance is the totality of the work achieved by an organization. The achievement of organizational goals means that the performance of an organization can be seen from the level of the extent to which the organization can achieve goals based on predetermined goals (Surjadi, 2012:07).

d. User Satisfaction

According to Ives et al., in Suryawarman and Widhiyanim (2012) that information system user satisfaction shows how far users are satisfied and believe in the information system provided to meet their needs

e. Organizational Commitment

According to Jex and Thomas (2008:152) in Kaswan (2015: 125), organizational commitment can be considered as the level of dedication of employees to the organization where they work and willingness to work on behalf of/for the benefit of the organization, and the possibility of maintaining its membership.

Influence Between Variables

a. The Effect of Organizational Commitment on System User Satisfaction

Organizational commitment as a determinant of the success of implementing an accounting information system has also been proven by many previous studies, including Sabherwal et al. (2006). Sabherwal et al.(2006) conducted research on the determinants of successful implementation of information systems. In a meta-analysis of 121 studies on the determinants of information system success, published from 1980 to 2004, Sabherwal et al. (2006) found: (1) there are two groups of constructs that have a strong influence on

the successful implementation of information systems, namely: context-related constructs and user-related constructs; and (2) in terms of context-related constructs, top management support and facilitating conditions affect the successful implementation of information systems.

b. The Effect of Organizational Commitment on Organizational Performance

Organizational commitment is a commitment created by all individual components in carrying out organizational operations. This commitment can be realized if individuals within the organization exercise their rights and obligations in accordance with their respective duties and functions within the organization, because the achievement of organizational goals is the result of the collective work of all members of the organization. Research conducted by Kouzes in Adi, et al (2017), shows that organizational commitment has a positive and significant effect on organizational performance. This shows that the higher the organizational commitment, the higher the organizational performance. This is also supported by research conducted by Kurniawan (2013) which states that organizational commitment has a positive effect on the performance of public organizations

c. The Effect of System User Satisfaction on Organizational Performance

Research conducted by Kartana (2008:29) states that user satisfaction is the user's best estimate of the suitability between the needs that arise for the system because of his work and the ability of the system and satisfaction with information systems has a positive influence on the successful implementation of information systems. According to Adi, et al (2016) explained that user satisfaction has a positive and significant effect on performance. This shows that the higher the user satisfaction in the organization, the higher the performance The results of research by DeLone and McLean (2003) state that user satisfaction will have an impact on individuals and organizations. The impact can be in the form of encouragement to increase competence, new motivation to compete and improve performance which ultimately provides benefits/benefit for the organization.

2. Method

The method used in this study is a descriptive method using a quantitative approach. The sample used was 92 employees of BPKAD Jombang Regency with saturated sampling technique. Data analysis using path analysis. The variables used in this research are as follows:

- Organizational Performance (Braci & Maran, 2011), consisting of indicators of financial factors, process factors and growth and learning factors
- System User Satisfaction (Doll and Torkzadeh in Istianingsih and Utami, 2009), consisting of indicators of Content, Accuracy, Format, Ease Of Use and Timeliness)
- Organizational Commitment (Allen & Meyer (1991) in Kaswan, 2015:126), consisting of indicators of Affective Commitment, Continuance Commitment, Normative Commitment

Research Findings

Validity test

Table1. Validity test

Variabel	Uji Validity	Variabel	Uji Validity	Variabel	Uji Validity
X1.1	0,636	Y1.1	0,636	Y2.1	0,657
X1.2	0,586	Y1.2	0,586	Y2.2	0,573
X1.3	0,545	Y1.3	0,345	Y2.3	0,586
X1.4	0,508	Y1.4	0,508	Y2.4	0,620
X1.5	0,687	Y1.5	0,544	Y2.5	0,706

Variabel	Uji Validity	Variabel	Uji Validity	Variabel	Uji Validity
X1.6	0,730	Y1.6	0,656	Y2.6	0,735
		Y1.7	0,573		
		Y1.8	0,274		
		Y1.9	0,652		
		Y1.10	0,573		

Based on Table 1, it can be seen that all questions have a loading factor value of more than 0.5 so that all items measuring the competency variable of human resources are said to be valid.

Reliability Test

Table 2. Reliability Test

Variabel	Uji reabilitas
X1	0,703
Y1	0,903
Y2	0,948

Overall, these variables have Cronbach's alpha values above 0.7. So, it can be concluded that the questions in the five variables used in this study have high reliability

Regression Equation

Table 3. Regression Equation I

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	10,039	2,178		4,609	,000		
	KOMITMEN	,542	,106	,473	5,093	,000	1,000	1,000

a. Dependent Variable: KINERJA

$$\text{User satisfaction} = 10,039 + 0,542 \text{ Organizational Commitment}$$

Organizational commitment has a regression coefficient with a positive direction, meaning that if employees have a high commitment to the organization, employees will feel satisfied with the organizational system provided by the organization.

Table 4. Regression Equation 2

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	5,123	2,021		2,534	,013		
	KOMITMEN	-,167	,149	-,146	-1,123	,265	,369	2,712
	KEPUASAN	,539	,090	,779	6,001	,000	,369	2,712

a. Dependent Variable: KINERJA

$$\text{Organizational Performance} = 5.123 - 0.167 \text{ organizational commitment} + 0.539 \text{ User satisfaction}$$

Organizational commitment has a regression coefficient with a negative direction, meaning that the more committed employees are, the lower the organizational performance. System user satisfaction has a regression coefficient with a positive direction, meaning that if employees are satisfied with the organization's information system, organizational performance will increase

Direct Influence

Based on the results of the analysis, the significance value of 0.000 is smaller than 0.05 ($0.000 < 0.05$) with the regression coefficient showing a positive direction of 5.093, so it can be concluded that there is a significant positive effect of organizational commitment on system user satisfaction.

Based on the results of the analysis, the significance value of 0.265 is greater than 0.05 ($0.265 > 0.05$) with the regression coefficient showing a negative direction of -1.123, so it can be concluded that there is no effect of organizational commitment on organizational performance.

Based on the results of the analysis, the significance value of 0.000 is smaller than 0.05 ($0.000 < 0.05$) with the regression coefficient showing a positive direction of 6.001, so it can be concluded that there is a significant positive effect of system user satisfaction on organizational performance.

Indirect Influence

$$\begin{aligned} \text{Effect of X1 on Y2} &= 0,256 \\ \text{Effect of Y1 on Y2} &= \frac{0,000}{0,000} \times \\ \text{Effect of X on Y via Z} &= \end{aligned}$$

The results of the calculation of the indirect effect of organizational commitment on organizational performance through system user satisfaction of 0.000 which means less than 0.05 means that there is an indirect effect of organizational commitment on organizational performance through system user satisfaction.

Mediation Test

Based on the results of the mediation test using the Sobel test, it shows that user satisfaction is not able to mediate the effect of organizational commitment on organizational performance

Koefisien Determinasi

Table 5. Koefisien Determinasi

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,669 ^a	,447	,435	2,93994	2,128

a. Predictors: (Constant), KEPUASAN, KOMITMEN
 b. Dependent Variable: KINERJA

Based on table 5, the results of the coefficient of determination test are seen from the value of R Square (R^2) which is 0.447. This shows that 44.7% of organizational performance variables can be explained by independent variables, namely organizational commitment and satisfaction of information system users. The remaining 55.3% is explained by other variables outside of the research model.

4. Result and Discussion

The Effect of Organizational Commitment on System User Satisfaction

Based on the analysis results show that there is a significant positive effect of organizational commitment on system user satisfaction, meaning that the more employees have a commitment to the organization, the more employees feel satisfied in using the system.

According to Lee and Kim (1992) and (Shirani, et.al. 1994) conducted research on the relationship between organizational commitment and financial information systems. From the results of a survey of 929 employees from 57 small and medium-sized manufacturing and

service companies in China, Livari (2005) found that organizational commitment is significantly related to financial information systems. Research by Cerullo (1997) and Neely (1995) shows that organizational commitment affects the success of implementing financial information systems, among others through: (1) Setting goals and evaluating company objectives in implementing financial information systems; (2) Evaluation of an objective financial information system project proposal; (3) Definition of required information and processes; and (4) review of programs and plans for the development of financial information systems. Research by Lee and Kim (1992) and Saunders, & Jones (1992) says that organizational commitment affects the success of implementing financial information systems through efforts to formalize the development of financial information systems in companies. With the formalization of the development of a financial information system, weaknesses in user experience and personal learning can be overcome.

The Effect of Organizational Commitment on Organizational Performance

Based on the results of the analysis, it is shown that there is an insignificant positive effect of organizational commitment on organizational performance, meaning that the higher the commitment that employees have in the organization, the higher the organizational performance, but the effect is not real or not large.

This is in accordance with the opinion of Kurniawan (2013) which explains that where the better the organizational commitment, the better the performance of the public organization. This shows that this study can prove that organizational commitment has a significant positive effect on the performance of public organizations. So between organizational commitment and performance there is a positive influence where good performance is certainly motivated by a strong commitment. Poor organizational commitment does not result in high performance. So, the higher the degree of organizational commitment, the higher the performance achieved.

The Effect of System User Satisfaction on Organizational Performance

Based on the results of the analysis show that there is a significant positive effect of system user satisfaction on organizational performance, it means that the more employees feel satisfied using the system, the more organizational performance increases.

According to Iranto and Januarti (2012) user satisfaction has a positive effect on individual performance, a positive value can be interpreted if user satisfaction is getting better, then individual performance is increasing. This indicates that the software was created to ease the work, which will automatically calculate itself, so that the time required will be relatively short, besides that the work results can be better, because the occurrence of calculation errors is relatively small. If someone is satisfied with the information system used, then they will tend to feel comfortable and safe while working by using the system so that they will feel helped in completing the work. It is predicted that the higher the level of user satisfaction with an information system, the higher their performance will be.

System User Satisfaction is Able to Mediate Organizational Commitment Relationships to Organizational Performance

Based on the results of the analysis, it shows that user satisfaction is not able to mediate the effect of organizational commitment on organizational performance

5. Conclusion

Based on the results of the analysis and discussion, it can be concluded as follows:

1. There is a significant positive effect of organizational commitment on system user satisfaction

2. There is an insignificant positive effect of organizational commitment on organizational performance
3. There is a significant positive effect of system user satisfaction on organizational performance
4. User satisfaction is not able to mediate the effect of organizational commitment on organizational performance

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