



The Influence of Organizational Culture and Job Satisfaction on the Performance of Public Service Office Employees in Pamekasan District: Evidence from Indonesia

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Abstract

The purpose of this study was to build an understanding of the role of Organizational Culture and Job Satisfaction on Employee Performance. Data collection was carried out using a questionnaire. This study uses a saturated sample because all populations are sampled. Sampling saturation is a technique of determining the sample when all members of the population are used as samples. The unit of analysis used in this study is the employee of the public service office in Pamekasan district. Namely as many as 78 employees who will be the sample in this study. Data analysis in this study was carried out using 2 types of analysis, namely Descriptive Statistical Analysis and Multiple Liner Regression Analysis using the SPSS program. The results of this study are the first theme, namely Organizational Culture has a significant effect on employee performance, and the second is Job Satisfaction which has a significant effect on employee performance.

Keywords: *Organizational Culture; Job Satisfaction; Employee Performance*

Introduction

Currently, people's attention is more focused on global competition, such as changes in economic conditions and technological developments. This has caused many companies to take restructuring steps. One of the important elements in this change is the role of humans where this situation encourages company management to continue trying to improve various systems in managing human resources that

broadly lead to company goals (Simanjuntak, 2001). Human resources are one of the most important parts of every organization so that it can be said that HR is one of the most important assets of the other assets owned by the organization (Sumodiningrat, 1994). In line with the development of the world of science and technology, every organization (company) is required to have competent human resources (Wexdey et al., 2000). Therefore, performance has an important meaning for employees, so with performance appraisal, it means that employees get the attention of superiors, besides that it will also increase the enthusiasm of employees to excel. With performance appraisal, employees who excel can be promoted, developed and rewarded for their achievements, whereas employees who do not excel will be given sanctions or warnings (Adams, 1963).

One of the factors that can affect the performance itself is organizational culture (Khalili, 2014). An employee will feel comfortable working if the values they adhere to are in accordance with the values implemented by the company. This will make it easy for employees to adapt to the company environment, so that employees will be motivated and improve their performance even better. A person's daily activities cannot be separated from socializing with their environment (Arditi et al., 2017). Likewise, the character of each individual in its formation is inseparable from the environment in which it lives daily. In order to achieve this personality there is something that is very influential in determining attitudes and behavior as a guide in acting, namely norms. The norm in question is the organizational culture in which individuals have values, beliefs, assumptions, expectations, and so on. Basically, someone at work will feel comfortable and have high loyalty to the company if at work they get job satisfaction in accordance with what is desired. Job satisfaction is a reflection of workers' feelings towards their work. This is evident in the positive attitude of workers towards the work at hand and the environment. Conversely, employees who are dissatisfied will have a negative attitude towards work and the forms vary from one employee to another. As for employee job dissatisfaction, the company should be able to detect it (Copuš et al., 2019).

In order to understand employee job satisfaction, a leader must understand the characteristics of each subordinate. By understanding individual characteristics, it will be possible to determine jobs that suit the characteristics of each individual (Jamaluddin et al., 2017). If this is realized, it will create job satisfaction in employees. With sufficiently high job satisfaction, it will motivate employees to improve their performance and also the performance of the company itself (Nazarian, et al., 2017). The culinary world today is developing very rapidly, making competition between culinary companies even tighter. So companies must pay attention to their employees so that employees work optimally and have high organizational commitment to the company. With high organizational commitment, employees will not easily leave the company, this is an advantage for the company because it reduces recruitment costs. For this reason, companies must have a strong organizational culture and always improve employee job satisfaction.

The development of organizations in the increasingly rapid era of globalization makes competition within an organization even tighter. Human resources have an important role in this competition. Organizations with good human resources will be able to compete with other organizations. This proves that the performance of human resources determines the quality and future of the organization.

The Pamekasan Regency Population and Civil Registration Service is currently implementing online-based services via the whatsapp application. All documents that are a requirement in the management of various documents prepared by the Sinjai Population and Civil Registration Office are simply sent via WhatsApp message. But of course this raises new problems because there are still people who cannot use the internet so they come directly to the office and of course the employees cannot refuse them and must continue to provide the best service. This online-based public service adds to the work of employees to optimize their services. Because in addition to services in online form, of course, you also have to serve face to face in the office.

The Department of Population and Civil Registration is one of the public service organizations that must provide optimal service to the community. In providing services there are still employees who relax and leave without permission during working hours so that free time is wasted which can cause the work produced to be not optimal. The problem that often arises in an organization is regarding the low performance of employees. The problem of low employee performance is a problem that must be considered by agencies because it can affect the performance of the organization itself. A very important government organization is a public service organization because it has an important role in government because it can be felt directly by the community. This organization is also usually used as a benchmark for society to assess the performance of government officials.

The low awareness of employees towards their responsibilities causes the resulting performance to be also lacking. For example, there are still many employees who come late to the office, and who go home before working time ends. Even the break time became longer because many employees were late returning after the break time was over. Employee performance will increase when the employees themselves are aware of it and are willing to change to improve their performance. Supposedly as a public organization employees must carry out their duties as effectively and efficiently as possible in order to create good relations with interested communities, because it is undeniable that this organization will run well when the community has satisfaction with employee performance. The success of an employee's performance can be measured by how much public satisfaction is with the performance of employees at the Office of Population and Civil Registration.

Theoretical Review And Hypotheses

Job satisfaction

Priansa (2016), states that high job satisfaction will encourage the realization of organizational goals effectively. Meanwhile, a low level of job satisfaction is a threat that will bring destruction or setbacks to the organization, sooner or later. Robbins (2008) argues that job satisfaction is a general attitude of an individual towards his work. Chaterina (2012), stated that job satisfaction is a person's attitude towards their service, that attitude comes from their perception of their work. Gunlu (2010), job satisfaction is a set of feelings, beliefs, and thoughts about how to respond to work. The cognitive aspect of job satisfaction is workers' beliefs about work and work situations. Job satisfaction shows the suitability between one's expectations that arise and the rewards provided by the company.

Employee Performance

According to Griffin (2004), performance is one of the total collections of work that exists in workers. According to Hariandja, (2002), said that employee performance is the result of carrying out a job, both physical/mental and non-physical/non-mental. According to Dessler (2000), performance is the appearance of the work of lecturers both in quantity and quality. Performance can be in the form of individual or group work performance. According to Gomes (2000), states that performance is the result produced by a certain job function or activities on a particular job during a certain period of time. From this definition, it can be concluded that performance is the availability of a person or group in carrying out an activity and perfecting it according to responsibility with the results expected by a company.

Organizational Culture

Mas'ud, (2004), Organizational culture is a system of meaning, values and beliefs held together in an organization which is a reference for action and distinguishes one organization from another. Rivai (2009), Organizational culture is a set of values, beliefs, behaviors, habits, and attitudes that help a member understand the principles adopted by the organization, how the organization does everything, and what it deems important. According to Robbins (1994), organizational culture represents a shared

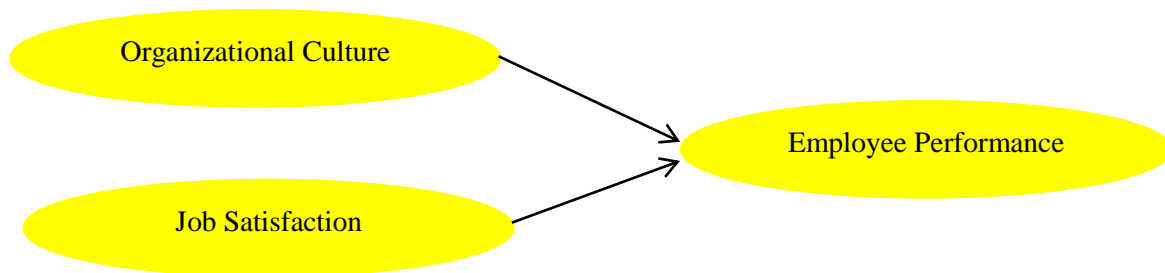
perception of the members of the organization. Therefore, it is hoped that individuals who have different backgrounds or are at different levels in the organization can understand organizational culture in a similar way. From these several definitions it can be concluded that organizational culture is a set of values, beliefs, behaviors, habits, and attitudes that help a member understand the principles adopted by the organization so that it becomes a reference for acting and distinguishes one organization from another.

The Effect of Organizational Culture and Job Satisfaction on Employee Performance

Research by Nadhiroh (2009), entitled "The Influence of Leadership Style and Organizational Culture on Employee Performance Through Job Satisfaction as an Intervening Variable (Study at the Office of PT. Asuransi Jasa Indonesia (Persero)", Thesis. Master of Management Study Program. Faculty of Economics, Diponegoro University Semarang found that organizational culture and job satisfaction had a positive and significant effect on employee performance Organizational culture and job satisfaction were Research by Nadhiroh (2009), entitled "The Influence of Leadership Style and Organizational Culture on Employee Performance Through Job Satisfaction as an Intervening Variable (Study at the Office of PT. Asuransi Jasa Indonesia (Persero)", Thesis. Master of Management Study Program. Faculty of Economics, Diponegoro University Semarang found that organizational culture and job satisfaction had a positive and significant effect on employee performance Organizational culture and job satisfaction were indicated to have a simultaneous influence on employee performance Matching employees with the existing organizational culture and fulfilled employee job satisfaction led to high employee work So that employees do their job to the fullest and in accordance with the rules set by the company.

Research Methods

Research Framework



Picture 1
Research Framework

Measuress

Independent Variables namely Organizational Culture adopted from Hofstede (1993), and Job Satisfaction adopted from Luthans (2006). The dependent variable is Employee Performance adopted from Suyadi (1999).

Sample

This study uses a saturated sample because all populations are sampled. Namely as many as 78 employees who will be the sample in this study. This research includes Explanatory Research.

Data Type

The type of data used is primary data, namely collecting data using a questionnaire.

Data Analysis

Data analysis used is Multiple Linear Regression Analysis and Sobel test with SPSS version 21 tools.

Result

Multiple Liner Regression Analysis

To find out whether the independent variable has a significant influence on the dependent variable, you can do a t-test. If the t-count value is greater than t-table ($t\text{-count} > t\text{-table}$) or the t-table value is smaller than t-count ($t\text{-table} < t\text{-count}$), then the effect of the independent variable on the dependent variable is significant. And vice versa, if the t-table value is greater than the t-count or the t-count is less than the ttable, then the effect is not significant. This significant influence can also be strengthened by looking at the value of the p-value. If the p-value is less than 0.05 ($p\text{-value} < 0.05$), then the result is significant. Conversely, if the p-value is greater than 0.05 ($p\text{-value} > 0.05$), then the result is not significant.

Coefficient of Influence of Organizational Culture Variable (X1) on Employee Performance Variable (Y)

Table 1 describes the results of testing the influence of the Organizational Culture variable (X1) on the Employee Performance variable (Y) with a determination coefficient of 86,4%. These results explain that the Organizational Culture variable (X1) takes an influence contribution of 86,4% on the Employee Performance variable (Y). In other words, 86,4% of the Employee Performance variable can be explained by the Organizational Culture variable.

Table 1. Result of Coefficient Test Effect of Organizational Culture Variable (X1) on Employee Performance Variable (Y).

. Variable	Beta	t-test	P-Value
Organizational Culture	0,974	15.895	0,000
$r^2 = 0,864$		Critical Value:	
KD = 86,4%		t-table= 1.99167	

Source: Processed Data, 2023

The results of statistical calculations of the influence of Organizational Culture variable (X1) on Employee Performance (Y) show a t-value of 15,895, a p-value of 0.000 and a coefficient (beta) of 0.974 or 97.4%. The results of the t test illustrate that the t-count value is greater than the t-table where the t-count value is 15,895 and the t-table is 1.99167. Based on the p-value, the calculation results show the number 0.000 which is smaller than the significance value of 0.05. If the t-count value is greater than t-table ($t\text{-count} > t\text{-table}$) or the p-value is greater than the significance value of 0.05 ($p\text{-value} < 0.05$) and the path coefficient (beta) has a number that is positive, then the result is significant and positive. Thus, these results indicate that the Employee Performance variable (Y) can be explained directly by the Organizational Culture variable (X1).

Path Coefficient of Effect of Job Satisfaction Variable (X2) on Employee Performance Variable (Y)

Table 2 describes the results of testing the effect of the Job Satisfaction variable (X2) on the Employee Performance variable (Y) with a determination coefficient of 99.4%. These results explain that the Job Satisfaction variable (X2) takes an influence contribution of 99.4% on the Employee Performance variable (Y). In other words, 99.4% of the Employee Performance variable can be explained by the Job Satisfaction variable.

Table 2. Result of Path Coefficient Test Influence of Job Satisfaction Variable (X2) on Employee Performance Variable (Y)

Variable	Beta	t-test	P-Value
Job Satisfaction	0,578	17,851	0,000
$r^2 = 0,982$		Critical Value:	
KD = 98,2%		t-table = 1.99167	

Source: Primary Data Processed, 2023

Job Satisfaction (X2) on Employee Performance (Y) shows a t-value of 17.851, a p-value of 0.000 and a path coefficient (beta) of 0.578. The results of the t test illustrate that the t-count value is greater than the t-table where the t-count value is 17.851 and the t-table is 1.99167. Based on the p-value, the calculation results show the number 0.000 which is smaller than the significance value of 0.05. If the t-count value is greater than t-table (t-count > t-table) or the p-value is greater than the significance value of 0.05 (p-value < 0.05) and the path coefficient (beta) has a number that is positive, then the result is significant and positive. Thus, these results indicate that the Employee Performance variable (Y) can be explained directly by the Job Satisfaction variable (X2). Hypothesis Testing H1 Hypothesis H1 states that Organizational Culture has a significant effect on Employee Performance. The results of the regression analysis of the influence of Organizational Culture on Employee Performance show significant results with a p-value of 0.000 and a path coefficient of 0.974. So it can be concluded that the research data supports the H1 hypothesis that there is a significant influence of Organizational Culture on Employee Performance. H2 Hypothesis Testing Hypothesis H2 states that Job Satisfaction has a significant effect on Employee Performance. The results of the regression analysis of the effect of Job Satisfaction on Employee Performance show significant results with a p-value of 0.000 and a path coefficient of 0.578. So it can be concluded that the research data supports the H2 hypothesis that there is a significant effect of Job Satisfaction on Employee Performance.

Conclusions

Organizational Culture significantly has a positive effect on Employee Performance. This means that the better employees perceive Organizational Culture, the higher their perception of job satisfaction. This can be seen in the average score of job characteristics of 4.22 which is in the good/high category and the average score of job satisfaction is 4.22 which is in the high category. Job satisfaction has a significant positive effect on employee performance. This means that the better employees perceive Job Satisfaction, the higher their perception of Employee Performance. This can be seen in the average score of Job Satisfaction of 4.21 which is in the High/good category and the average score of Employee Performance is 4.23 which is in the very high category.

Suggestions

Researchers who conduct research in certain areas must be able to communicate in the local language, so that it will make it easier for researchers to provide explanations for filling out the questionnaire. Companies need to increase the role of superiors in informing how well employees are performing so far. The magnitude of the role of superiors will be able to help solve problems related to differences in perceptions between superiors and employees in terms of evaluating their performance. Pay attention to people who are recruited in the company, especially those who are fresh graduates and who do not have the interest and ability in their field. This will be able to affect the performance of other employees as colleagues and the company's performance as well. In addition, conduct even more intensive interviews for fresh graduate employees who have no interest in the field offered by the company. Mistakes in recruiting people will have a very bad impact on the achievement and success of the company.

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