

# Analysis of Organizational Culture and Job Satisfaction on Employee Performance

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## ARTICLE INFO



ISSN: 2620-6196

Vol. 7 Issues 1 (2024)

### Article history:

Received – May 28, 2024

Revised – June 11, 2024

Accepted – June 17, 2024

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### Keywords:

Organizational Culture; Job satisfaction; Employee Performance.

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## ABSTRACT

*This study aims to determine the influence of organizational culture and job satisfaction on the performance of employees of the Mamasa Regency Food Security Office, West Sulawesi. The type of research approach used in this study is quantitative research, namely research where data collection is in the form of numbers and analysis using statistics. The population in this study is State Civil Apparatus Employees at the Mamasa Regency Food Security Office, the analysis methods used are multiple regression analysis, t-test analysis, f-test analysis, correlation analysis and determination analysis. The results of the study showed that (i) organizational culture partially had a positive and significant effect on employee performance, (ii) job satisfaction partially had a positive and significant effect on employee performance, and (iii) organizational culture and job satisfaction simultaneously affected employee performance in employees of the Mamasa Regency Food Security Office.*

## INTRODUCTION

Performance in a Regional Apparatus Organization (OPD) is a measure of the comparison of the quality and quantity of an employee in an organization in a unit of time to achieve work results or achievements effectively and efficiently with the resources used. Productivity measurement is focused on the ability of employees to make a positive contribution to creating an ergonomic work environment, so that they can present themselves as productive individuals in realizing organizational goals effectively and efficiently (Mangkunegara, 2017a).

One of the Regional Apparatus Organizations (OPD) that has become the focus of attention because of the increase in organizational performance is the Mamasa Regency Food Security Office, West Sulawesi because it receives the support of organizational resources, including employees as the main driving force in the organization. In addition to employees, this support can be in the form of organizational culture and job satisfaction.

Organizational culture can affect the professionalism of civil servants, because it creates interaction between employees based on the characteristics of organizational culture, this is in line with what was stated by Robbins & Judge, (2013), Organizational culture can be stable all the time, but organizational culture is also never static and is influenced by various factors that have characteristics such as innovation and risk-taking, aggressiveness, benefit orientation, People orientation, and work team orientation. These characteristics are found in an organization that arise in response in the form of support for organizational characteristics which further affect employee performance.

Similar to organizational culture, job satisfaction is also a driving force in the stability and realization of an organizational ideal (Wibowo, 2018). Job satisfaction is a positive or negative attitude that an individual has towards his or her job (Davis, 1985). Job satisfaction can be interpreted as a general

attitude towards a person's work that shows the difference between the number of awards received and those that should be received. According to (Mangkunegara, 2017b), that job satisfaction is a feeling that supports or does not support employees related to their work or their condition". Thus, it can be interpreted that the more satisfied an employee in an organization is, the maximum work results will be obtained.

From these two fundamentals, synergistically, namely organizational culture and job satisfaction, it is expected to create maximum work results called performance. For this reason, the Food Security Office of Mamasa Regency, West Sulawesi, is one of the Regional Apparatus Organizations that is required to improve the professionalism of its employees as government apparatus and as state servants and community servants to always improve performance accountability and carry out food security planning in accordance with economic activities, and food security of Mamasa district.

The phenomenon found in the employees of the Food Security Office of Mamasa Regency, West Sulawesi is that there are still many employees who do not comply with the predetermined working hours, sometimes come late and leave before the specified time. Therefore, every organization always strives for its employees to have a high awareness of their organizational culture, so that the employees can have a high work morale because with high work morale, job satisfaction will increase as a manifestation of high work morale.

With this background, I am interested in conducting research entitled "**The Influence of Organizational Culture, Work Morale and Job Satisfaction on Employee Work Productivity at the Food Security Office of Mamasa Regency, West Sulawesi**".

## RESEARCH METHOD

The type of research approach used in this study is quantitative research, namely research where data collection is in the form of numbers and analysis using statistics. The method used in this study is the survey method, where to get data from a certain place, the researcher needs to collect data, for example by distributing questionnaires, and so on (Sugiyono, 2014)

The population in this study is 62 employees of the State Civil Apparatus of the Mamasa Regency Food Security Office, West Sulawesi, whose address is Jl. Demmatande No.2 Mamasa, Mamasa District, Mamasa Regency, West Sulawesi. The sampling technique in this study uses saturated samples, namely by taking the entire population contained in the research object (Sugiyono, 2014).

The data collection techniques in this study are taken from primary data and secondary data: Primary data is the data obtained in this study, namely the results of questionnaires and interviews obtained through respondents. Meanwhile, secondary data data is data that is already available at research places, for example, literacy books and relevant previous research.

The instrument of this research is using a questionnaire. in the form of questions related to organizational culture, job satisfaction and employee performance which were given the weight of the respondents' answers as follows:

**Table 1. Instrument Scale**

Respondent's answer	Score
Strongly agree	5
Agree	4
Disagree	3
Don't Agree	2
Strongly disagree	1

The data analysis techniques used in this study are:

### 1. Multiple Linear Regression

Regression analysis is an approach used to define the mathematical relationship between a bound variable (Y) and some independent variable (X). Mathematical relational is used as a regression model that is used to predict or predict the output value (Y) based on a certain input value (X). To be able to find out, the researcher uses the following formula:

$$Y = a + b_1X_1 + b_2X_2 + e$$

Information:

Y : Employee Performance

a : konstanta

$b_1, b_2$ , : Regression coefficients

$X_1, X_2$ , : Independent variables (organizational culture, job satisfaction)

e : error/residu

Residue is defined as the residual or difference in results between the value of the observation data of the dependent variable and the value of the dependent variable of the predicted result. To get the results of the equation, the author uses the help of SPSS.

### 2. Hypothesis testing

#### a. T Test

The T test is used to find out whether the free variable has a partial (individual) effect on the bound variable, by paying attention to the significance level of 0.05. If the significance value  $< 0.05$ , it can be concluded that the free variable partially has a significant effect on the bound variable. If the Count  $> T_{table}$ , then  $H_0$  is rejected and  $H_1$  is accepted, and vice versa.

#### b. F Test

The F test is used to find out whether the independent variables have a simultaneous effect (together) on the bound variables. If the significance value  $< 0.05$ , it can be stated that the independent variable has a simultaneous effect on the bound variable. If  $F_{cal} > F_{table}$ , then  $H_0$  is rejected and  $H_1$  is accepted, and vice versa.

### 3. Correlation(r)

Correlation test (r) to determine the level of relationship between the independent variable (organizational culture and job satisfaction) and the bound variable (employee performance). To interpret the correlation coefficient, categories according to (Sugiyono, 2014) are used as follows:

**Table 2 Interpretation of correlation coefficients (r)**

Interval cophicin	Relationship level
0,00 – 0,199	Very low
0,20 – 0,399	Low
0,40 – 0,599	Keep
0,60 – 0,799	Strong
0,80 – 1,00	Very powerful

c. Coefficient of Determination (R<sup>2</sup>)

The determination coefficient (R<sup>2</sup>) aims to find out how much the ability of the independent variable to affect the bound variable can be shown in SPSS, the determination coefficient is located in the *Summary Model* and written *R Square*. If the R<sup>2</sup> value is small, then the ability of the free variable to explain the variation of the bound variable is very limited.

## RESULTS AND DISCUSSION

### A. Results

#### 1. Multiple Linear Regression

To find out the level of the coefficient of simultaneous influence of Organizational Culture and Job Satisfaction on employee performance at the Mamasa Regency Food Security Office of West Sulawesi, it can be seen in the following table:

**Table 3. Coefficients Influence of Organizational Culture and Job Satisfaction on Employee performance.**

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
		B	Std.Error	Beta		
1	(Constant)	13.227	5.549		2.384	0,020
	Organizational Culture	0,382	0,161	0,280	2.371	0,021
	Job Satisfaction	0,316	0,075	0,496	4,198	0,000

a. Dependent Variabel: Employee Performance

Source: Data processing results, 2023

Table 3 shows that the influence of Organizational Culture and Job Satisfaction on Employee Performance, the results of the analysis are a value of 13.227, b<sub>1</sub> is 0.382, b<sub>2</sub> is 0.316. so that the form of the equation line is  $Y = 13.227 + 0.382X_1 + 0.316X_2$ . This means that every additional point in the Organizational Culture and Job Satisfaction variables will add 13,227 points to the employee performance variable.

#### 2. Hypothesis testing

##### a. Partial t-test

*The Influence of Organizational Culture (X<sub>1</sub>) on Employee Performance (Y)*

To prove the direct influence of Organizational Culture (X<sub>1</sub>) on employee performance (Y), the criteria are used, namely determining the t table by means  $n-k-1$  or  $62 - 4 - 1 = 57$  at alpha 0.05 so that the t table of 1.672 is obtained, where:

- If t counts  $\geq$  t table, then H<sub>0</sub> is rejected, meaning that there is an effect of X<sub>1</sub> on Y
- If t counts  $<$  t table, then H<sub>0</sub> is accepted, meaning that there is no effect of X<sub>1</sub> on Y

Based on the results of the analysis above, the value of t calculated  $>$  t table ( $2.371 > 1.672$ ) then H<sub>0</sub> is accepted, meaning that Organizational Culture (X<sub>1</sub>) influences Employee Work (Y), and is significant ( $0.021 < 0.05$ ).

### *The Effect of Job Satisfaction (X2) on Employee Performance (Y)*

To prove the direct influence of Job Satisfaction (X2) on Employee Performance (Y), the criteria were used, namely determining the t table by means  $n-k-1$  or  $62 - 4 - 1 = 57$  at alpha 0.05 so that the t table of 1.672 was obtained, where:

- If t counts  $\geq$  t table, then  $H_0$  is rejected, meaning that there is an effect of X2 on Y
- If t counts  $<$  t table, then  $H_0$  is accepted, meaning that there is no effect of X2 on Y

Based on the results of the above analysis, the value of t calculated  $>$  t table ( $4.198 > 1.672$ ) then  $H_0$  is accepted, meaning that Job Satisfaction (X2) influences Employee Performance (Y), and is significant ( $0.000 < 0.05$ ).

### **b. Simultaneous F Test**

Furthermore, to find out the influence of Organizational Culture and Job Satisfaction on Employee Performance, it can be seen in the following table:

**Table 4. Anova for the Influence of Organizational Culture, and Job Satisfaction on On Employee Performance**

Model		Sum of Squares	Df	Mean Square	F	Sig
1	Regression	525,515	2	262,757	29,099	0,00 <sup>b</sup>
	Residual	532,760	59	9,030		
	Total	1058,274	61			

a. Dependent Variable: Employee Performance

b. Predictor: (Constant), Organizational Culture, Job Satisfaction

Source: Data processing results, 2023

To prove the influence of Organizational Culture (X1) and Job Satisfaction (X2), simultaneously on Employee Performance (Y), the criteria are used, namely determining F table by means of  $df(n1) = k-1 = 3 - 1 = 2$ , and  $df(n2) = n - k = 62 - 3 = 59$  at alpha 0.05 so that F table of 3.153 is obtained where:

- If f counts  $\geq$  f table, then  $H_0$  is rejected, meaning that there is a simultaneous influence (X1, and X2) on Y
- If f counts  $<$  f table, then  $H_0$  is accepted, meaning that there is no simultaneous influence (X1 and X2) on Y

Based on the results of the analysis, the value of f calculated  $>$  f table ( $29.099 > 3.153$ ) then  $H_0$  is rejected, meaning that Organizational Culture (X1) and Job Satisfaction (X2) simultaneously affect Employee Performance (Y), but not significantly ( $0.00 < 0.05$ )

Thus, the hypothesis of this study states that "there is an influence of Organizational Culture and Job Satisfaction on the Performance of Employees of the Food Security Office of Mamasa Regency, West Sulawesi".

### **3. Correlation Test and Determination Test**

To find out the magnitude of the simultaneous influence of Organizational Culture and Job Satisfaction on the Performance of Employees of the Mamasa Regency Food Security Office of West Sulawesi, it can be seen in the following table 5:

**Table 5. Summary Model for the Simultaneous Influence of Organizational Culture and Job Satisfaction on Employee Performance**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,705 <sup>a</sup>	0,497	0,480	3,00497

a.Predictors: (Constant), Organizational Culture, Job Satisfaction

b.Dependent Variable: Employee Performance

Source: Data processing results, 2023

Table 5 shows that an R value of 0.705 indicates that the relationship is positive and is in the strong category, while an R Square value of 0.497 indicates that the simultaneous influence of Organizational Culture and Job Satisfaction on Employee Performance is 49.7%, while the rest is influenced by other variables that are not examined in this study.

## Discussion

### *The Direct Influence of Organizational Culture on Employee Performance*

The hypothesis test shows that Organizational Culture has a significant effect on employee performance, where  $t$  is calculated  $> t$  table ( $2,371 > 1,671$ ). This means that this influence contributes to the improvement of employee performance (Y) in employees of the Mamasa Regency Food Security Office of West Sulawesi.

This research is the same as the research that has been carried out by Dunggio, (2020) that the culture of organization partially affects the performance of employees at the Duingi Sub-district Office, Gorontalo City. Other research conducted by Jufrizen & Rahmadhani, (2020), said that there was a significant influence of organizational culture variables on employee performance variables at PT PLN (Persero) North Sumatra Regional Main Unit.

This means that the organizational culture must be maintained even more improved and involve all employees, especially the functional dimension. The role of top management in this organization – the Head of Service – is very much needed to provide direction to his subordinates to always explain the cultural values of the organization in every formal and informal meeting. One of the strengths of top management in engaging the functional dimension of organizational culture is that through words and behavior, leaders establish organizational norms that are in accordance with the organizational culture (Robbins & Judge, 2013).

### *The Direct Effect of Job Satisfaction on Employee Performance*

The results of this study show that job satisfaction has a partial effect on employee performance and is significant. This can be seen from the  $t$ -value of the  $t$ -calculation  $> t$  table ( $4,198 > 1.671$ ) and the Sig value  $< 0.05$  ( $0.000 < 0.05$ ). This means that the question items on the questionnaire, namely rewards according to workload, employee promotions, and solid and pleasant colleagues, have met most of the employee's expectations.

Job satisfaction is one of the important factors that affect a person's performance, everyone working expects satisfaction from their workplace. This research is in accordance with the opinion Siagian, (2010) In the External Satisfaction dimension, workers showed their own level of satisfaction on certain factors such as low turnover, salary, promotion, admiration and assertiveness at the boss and increased interaction with colleagues.

This research is also supported by research that has been conducted by Marniati & Rauf, (2022) job satisfaction has a partial effect on employee performance, and research that has been conducted by Adha et al., (2019), at the Pandeglang Regency Industry, Trade, and Energy and Mineral Resources Office, that job satisfaction affects the performance of employees.

From the results of this study and the results of previous research, it can be concluded that job satisfaction is almost the same for employees in a government agency, especially in terms of fulfilling the basic needs of employees who have been sufficient in each government agency.

#### *The Simultaneous Influence of Organizational Culture and Job Satisfaction on Employee Performance*

Based on the results of the hypothesis test, it is explained that simultaneously the influence of Organizational Culture and Job Satisfaction is a significant effect on the performance of employees of the Mamasa Regency Food Security Office of West Sulawesi, where the value of  $f$  calculated  $> f$  table ( $29,099 > 3,153$ ), as well as the value of  $Sig < 0.05$  ( $0.000 < 0.05$ ). This means that this influence is very meaningful to the improvement of employee performance in employees of the Mamasa Regency Food Security Office of West Sulawesi.

This research is supported by research that has been conducted by Garnida, (2014) with the independent variables of the research, namely the relationship between organizational culture and job satisfaction with employee performance is in a very strong range, in the Bandung Taruna Bakti Foundation. Another research conducted by Widodo, (2019) Organizational culture variables and job satisfaction affect employee performance at the Binjai City Hygiene Office.

From the results of the data analysis that has been explained earlier, it can be concluded that the organizational culture and job satisfaction of employees in this agency must be maintained in improving employee performance, especially aspects that can improve employee performance, for example, always maintaining cooperation between fellow employees at the Food Security Office in supporting programs that have been planned.

## CONCLUSION

Based on the analysis of data and the discussion of the research results, it can be concluded that organizational culture has a significant effect on employee performance, job satisfaction partially has a significant effect on employee performance, and organizational culture and work performance simultaneously have a significant effect on the performance of State Civil Apparatus employees at the Food Security Office of Mamasa Regency, West Sulawesi. The higher the level of organizational culture, the job satisfaction of State Civil Apparatus employees at the Mamasa Regency Food Security Service, the better the performance of employees. The need for top management in involving the functional dimension of organizational culture is through words and behavior, leaders set organizational norms that are in accordance with organizational culture, fulfillment of basic employee needs that have been sufficient and maintain cooperation between fellow employees at the Food Security Service Office in supporting planned programs.

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