



The Relations of Organizational Culture and Job Satisfaction with Employee Performance Capabilities in the Pakuan Jaya Market Area Company, Bogor City

Sidarman^{1,2}(✉)

¹ Universitas Hasanuddin, Makassar, Indonesia
sidarman72@gmail.com

² Springer Heidelberg, Tiergartenstr. 17, 69121 Heidelberg, Germany

Abstract. An organization or company needs to pay attention about the interests and things that are desired by its employees. It cannot be denied that an employee is an ordinary human being. They also have needs, wants, and expectations from the organization where they work. These factors can have an impact to employee's Performance and professionalism, because workers are encouraged to do their jobs as well as possible in order to achieve their desired goals. In this research journal, using a correlational approach technique contains two general discussion points, about the existence of a close correlation between organization culture and job satisfaction on Employee Performance Capabilities. The object studied in this journal took as many as 92 employees from a total of 119 employees as a random sample at the Regional Company Market Pakuan Jaya, Bogor City. In analyzing the data, using statistical analysis techniques, which are explained by regression and the determination of correlations in the form of simple and multiple. The conclusions drawn from this research journal are three points, first, explaining that there is a very significant relationship in the correlation between organizational culture and employee performance.

Keywords: Performance · Organizational Culture · Job Satisfaction

1 Introduction

An organization or company needs to pay attention about the interests and things that are desired by its employees. It cannot be denied that an employee is an ordinary human being. They also have needs, wants, and expectations from the organization where they work. These factors can have an impact to employee's Performance and professionalism, because workers are encouraged to do their jobs as well as possible in order to achieve their desired goals.

So, there are factors that can affect the quality of employee performance both internally and externally. Internal factors are related to the psychological condition of the

employee, such as work motivation, organizational commitment, responsibility, discipline, competence, and personality. Other internal factors related to organizational culture include supervision, leadership, incentives, and promotions. This factor also applies to employees of the Pakuan Jaya Market Regional Company, Bogor City, which is one of several regional companies in Bogor.

The work results of an employee toward realizing organizational goals can be referred to job performance. Employee work results are quantitative and qualitative measurements of work activities, implementation of office duties, and achievement of office targets. Performance is measured quantitatively and qualitatively in the form of work achievement and individual contribution to the organization. Employee performance indicators in this study are: a) efficiency, b) effectiveness, c) contribution, d) job target, e) yield standards.

According to earlier research by [1], there is a considerable positive association between organizational culture and employee performance, with organizational culture accounting for 11.8% of the relationship. According to the findings of a different study done by [2], work satisfaction and organizational culture have an impact on how well people perform at the PT. State Savings Bank (Persero) TBK Makassar Branch.

The same topic as this study was investigated by [1], who discovered a significant and favorable association between organizational culture and employee performance, with an organizational culture contribution of 11.8%. [2] conducted a similar study on staff members of PT. State Savings Bank (Persero) TBK Makassar Branch and discovered the same outcomes.

Based on what has been explained above, it can be used as a background for more detailed research to examine the relationship between organizational culture and the application of internal and external provisions, such as the application of real behavior patterns, relationships between members, and make a job satisfaction, and what impact will this have on employees of the Pakuan Jaya Market Regional Company, Bogor City.

This research is expected to provide benefits, including: theoretically, scientific development related to employee performance and improving employee performance, which continues to develop dynamically, while practically becoming a source of knowledge for efforts to better understand their roles and functions as members of employees of the Pakuan Jaya Market Regional Company, Bogor City and encouraging an increase in the work of employees in the organization.

The main topic for further discussion in this journal is the strong and positive correlation between employee performance and organizational culture, work satisfaction and employee performance, and organizational culture and job satisfaction together with employee performance.

2 Methodology

2.1 Research Subjects and Sampling Techniques

The research subjects had sample characteristics, as the employees of the Pakuan Jaya Market Regional Company, Bogor City, which is one of several regional companies in Bogor. There were only 92 participants in this study, of whom 27 were excluded from

Table 1. Description of Statistical Data Variable Research

| No | Data Description | Employee Performance | Organizational Culture | Job Satisfaction |
|----|--------------------|----------------------|------------------------|------------------|
| 1 | Total score | 12401 | 11805 | 11380 |
| 2 | Lowest score | 112 | 103 | 103 |
| 3 | Highest score | 161 | 158 | 148 |
| 4 | Average score | 134,79 | 128,315 | 123,696 |
| 5 | Standard deviation | 10,52 | 10,984 | 10,067 |
| 6 | Mode | 132 | 132 | 124 |
| 7 | Median | 132 | 128,5 | 124 |
| 8 | Range | 49 | 55 | 45 |
| 9 | Variance | 110,65 | 120,658 | 101,335 |

the sample for instrument calibration tests. Simple random sampling was employed as the sampling method in this study. Simple random sampling, is a technique for gathering research samples at random without taking into account population strata, ensuring that every member of the population has an equal chance of being sampled [3]. As a result, every employee of the Market Pakuan Jaya Regional Company in Bogor City has the equal chance to participate in the study.

2.2 Research Design

A survey method using a correlational approach was utilized as the research methodology. This type of study is intended to learn more about the link between two or more different variables in a population. A one-shot reliability test utilizing Cronbach's Alpha Technique was utilized in this study to assess the consistency of the measuring tool.

A correlational technique, which is research done to uncover information from the relationship between numerous different variables in the population, is employed in this research journal together with survey research methodologies.

3 Results

3.1 Data Description

The description of the research data aims to describe in general the distribution of data with histograms of the three research variables. The research results will be explained in the form of tables and graphs (Table 1).

3.2 Analysis of the Correlation Between Organizational Culture (X1) and Employee Performance (Y)

The regression linearity test yields F result = 0.63, which is smaller than $F_{table}(0.05)(38.52) = 0.63$. Therefore, the results that can be concluded are that if

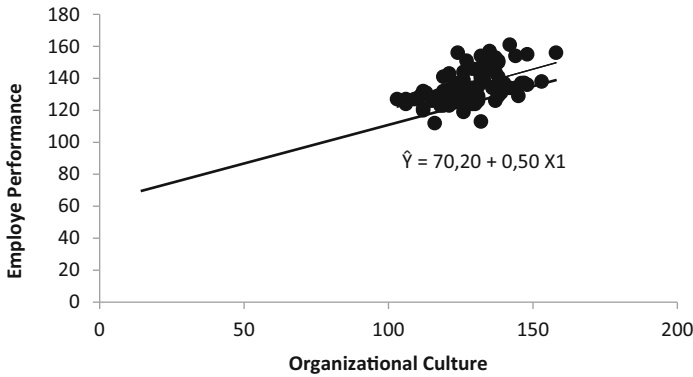


Fig. 1. Diagram of the Relationship between Organizational Culture and Employee Performance

the regression equation = $70.20 + 0.50 X1$ is linear, The regression equation shows that every one-unit increase in the organizational culture score will cause an increase of 0.50 units in the employee performance score at a constant of 70.20, as shown in the following graph (Fig. 1).

The calculations indicate that, at the significance level of 0.05 and with $dk = 90$, t count = 6.34 and $t_{table} = 1.99$, respectively. The correlation coefficient between organizational culture and employee performance is declared to be highly significant due to the computation of $>t_{table}$ [6]. Therefore, it can be said that the alternative hypothesis (H1) is accepted and the null hypothesis (H0) is rejected.

3.3 Analysis of the Relationship Between Job Satisfaction (X2) and Employee Performance (Y)

Based on the results of the significance test, it was found that the value of F_{hitung} was 19.16, while F_{tabel} with dk numerator = 1 and dk denominator = 90 at a significance level of $\alpha = 0.01$ was 6.93, and at a significance level of $\alpha = 0,05$ was 3.95. Thus, the calculation of $F_{hitung} > F_{tabel}$ indicates that the result $\hat{Y} = 80,91 + 0,44 X2$ can be used as a reference for predicting employee performance through job satisfaction.

The regression linearity test yields $F = 0.65$, which is smaller than $F_{tabel}(0,05)(48,42) = 1.65$. So, it can be said that the regression equation $\hat{Y} = 80,91 + 0,44 X2$ is linear. The regression equation shows that every one-unit increase in the Job Satisfaction score will cause an increase of 0.44 units in the Employee Performance score at a constant of 80.91, as shown in the following graph (Fig. 2).

3.4 Analysis of the Relationship Between Organizational Culture (X1) and Job Satisfaction (X2) Together with Employee Performance (Y)

Based on the results of the significance test, it was found that the value of F_{hitung} was 19.16, while F_{tabel} with dk numerator = 1 and dk denominator = 90 at a significance level of $\alpha = 0.01$ was 6.93, and at a significance level of $\alpha = 0,05$ was 3.95. Thus, the

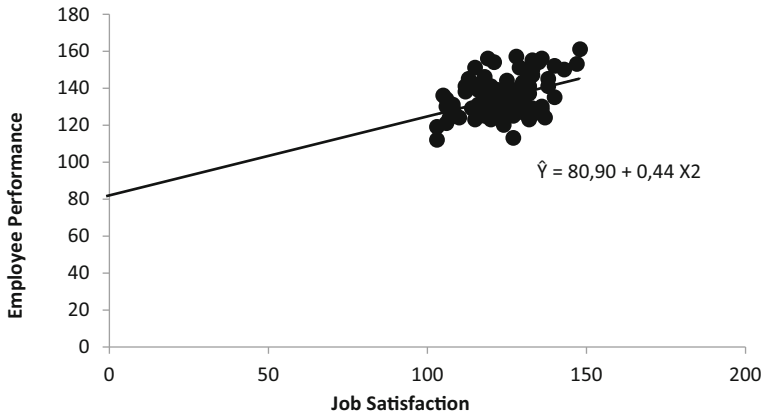


Fig. 2. Diagram of the Relationship between Employee Performance and Job Satisfaction.

Table 2. Results of the Calculation of the Significance Test of The Correlation of Organizational Culture and Job Satisfaction Together with Employee Performance.

| Koef. Correlation ry.12 | dk numerator | dk Denominator | F _{count} | F _{table} | | Conclusion |
|-------------------------|--------------|----------------|--------------------|--------------------|----------|------------------|
| | | | | α = 0,01 | α = 0,05 | |
| 0,597 | 2 | 90 | 24,68 | 6,93 | 3,95 | Very Significant |

Significance level test requirements: F_{calculate} > F_{table}

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Performance measure indicate the strength of the relationship between these variables. This suggests that whereas other factors influence employee performance by 64.3%, organizational culture and job satisfaction together account for 35.7% of it. It is required to test the significance of the multiple correlation coefficient using the F test in order to determine the significance of the positive association between organizational culture, job satisfaction, and employee performance. The multiple correlation coefficient is deemed significant if $F_{calculates} > F_{table}$.

The alternative hypothesis (H1) is accepted and the null hypothesis (H0) is rejected if it can be determined that the result is significant (Table 2).

3.5 Partial Correlation Test

Calculation of the partial correlation between job satisfaction and employee performance if organizational culture is controlled produces a value of $r_{y2.1} = 0.333$. Calculation of the value of t value which is more than t_{table} [6] indicates that the relationship between Job Satisfaction and Employee Performance, where the Organizational Culture value is significantly controlled, means that the Job Satisfaction variable and the Employee Performance variable are not significantly influenced by the Organizational Culture variable.

This research finds that the strength of the relationship between job satisfaction and employee performance is higher than the relationship between organizational culture and employee performance. Thus, the main variable in this study is job satisfaction because it makes the greatest contribution to employee performance, while the organizational culture variable only makes a small contribution to job satisfaction.

4 Discussion

4.1 The Relationship Between Organizational Culture (X1) and Employee Performance (Y)

The results of the study show that there is a positive relationship between organizational culture and employee performance. This is shown by the correlation coefficient ($r_{y.1}$) is 0.526, which is very significant. The contribution of organizational culture to employee performance is 27.6%, which is expressed by a coefficient of determination ($r^2_{y.1}$) = 0.276. The partial correlation coefficient of organizational culture (with the variable job satisfaction controlled) is 0.471, which is very significant.

Based on the research that has been done, it shows that the correlation coefficient ($r_{y.1}$) is 0.526, which is very significant, meaning that there is a positive correlation between organizational culture and employee performance. Organizational culture contributes quite a lot to affecting employee performance, with a total of 27.6%. This is in accordance with the test results, which show the value of the coefficient of determination ($r^2_{y.1}$) = 0.276. Furthermore, the results of testing the partial correlation coefficient of organizational culture (with the variable job satisfaction controlled) yielded very significant test results.

According to the basic linear regression equation = $70.20 + 0.50X_1$, it is projected that for every unit increase in organizational culture, the employee performance score will rise by 0.50 units at a constant of 70.20. According to the study's findings, organizational culture significantly and favorably influences job satisfaction.

The comprehension of a shared system of values, norms, and beliefs is fundamentally based on a pattern of fundamental presumptions and a system of shared meaning. In this study, organizational culture is the main topic. Real behavior patterns, conventions, values, identity, shared views, and relationships amongst individuals are all system markers of organizational culture.

Organizational culture is an understanding of the values and norms that are important in the organization and that these values and norms direct the behavior of members of the organization [4]. Characteristics that mark the existence of organizational culture are:

1. There is observance of the rules of conduct, which means that interactions between members of the organization must use general words while still paying attention to ethics to respect and behave.
2. Norms that become standards of behavior relate to rules regarding quantity in doing work.
3. As its dominant value, the organization hopes that its members are guided by its core values, for example, quality work products, high work efficiency, and being rarely absent from work.
4. philosophy, meaning that there are several policies to realize organizational trust in treating employees or customers.
5. Rules that must be guided by the achievements of the company. Organization needs to adjust the procedures that have been determined so that they can be accepted by other members.
6. Organizational climate, namely all feelings shown by physical rules that contain guidelines on how members of the organization interact with outside customers

Based on this explanation, provide clear facts and data that conclude that the results of this study support the results of previous research on the strong correlation between organizational culture and employee performance, either directly or indirectly.

Based on the results of the research and discussion above, it can be indicated that one of the efforts to improve employee performance is to improve or develop their organizational culture.

And it can be concluded that one of the efforts to improve the quality of employee performance in an organization is to develop its organizational culture so that it can have a better impact on the quality of employee performance.

4.2 The Relationship Between Job Satisfaction (X₂) and Employee Performance (Y)

The research correlation coefficient ($r_{y.2}$) is 0.417 indicates that there is a positive relationship between job satisfaction and employee performance, with a significant correlation of 17.4% at the level of $\alpha = 0.05$.

A simple linear regression equation $Y = 80.91 + 0.44 X_2$ expresses the pattern of relationship between the variable Job Satisfaction and the variable Employee Performance. It is predicted that every increase of one unit in Job Satisfaction will cause an increase of 0.44 unit in employee performance at a constant of 80.91.

This means that the job satisfaction factor of an employee will contribute, which can help to achieve more optimal employee performance.

Job satisfaction is an employee's emotional condition, which includes attitudes, feelings, and perceptions of satisfied or dissatisfied employees with the work environment. With indicators: a) rewards; b) superiors; c) co-workers; d) jobs faced; e) work environment.

[2] has previously performed study on workers at the PT. State Savings Bank (Persero) TBK Makasar Branch to assess the extent to which organizational culture and job satisfaction have an impact on worker performance. The results of the study demonstrate a significant and advantageous association between corporate culture, job

satisfaction, and worker performance. With a Rsquare value of 0.463, which shows that changes in organizational culture and job happiness variables account for 46.3% of the variation in job satisfaction programs and that other variables account for the remaining portion,

The R square value from this study was 0.463, which indicates that variations in organizational culture and work satisfaction characteristics account for 46.3% of the variation in job satisfaction programs, with other variables accounting for the remaining 53.7% of the variation.

Use this justification to support the conclusion that there is a strong association between corporate culture and employee performance, either directly or indirectly, and that the study's findings support those findings.

4.3 The Relationship Between Organizational Culture (X1) and Job Satisfaction (X2) Together with Employee Performance (Y)

The results of the multiple linear regression equation test of the variables Organizational Culture and Job Satisfaction together with Employee Performance obtain the results $\hat{Y} = 42,02 + 0,43 X1 + 0,31 X2$, which can be explained if Organizational Culture is denoted by the variable ((X1)) and the value of Job Satisfaction (X2) has increased by 1 unit, so the value of Employee Performance (Y) will increase by 0.43 units and 0.31 units in the same direction with a constant of 42.02. The multiple regression linear equation $\hat{Y} = 42,02 + 0,43 X1 + 0,31 X2$ serves to determine the level of employee performance in an organization because it can be seen that the correlation coefficient score (ry.12) is 0.597, which is very significant after being tested with the F test.

Organizational culture and job satisfaction simultaneously contribute to employee performance with a coefficient of determination ($r^2_{y.12}$) is 0.357 or 35.7%.

According to the study's findings, organizational culture and job happiness can both have a big impact on how well employees perform, thus if organizational culture and job satisfaction are both more effective, employee job satisfaction will be higher as well.

[5] has previously conducted study on how organizational culture and work happiness affect the productivity of employees of the Palembang City Regional Revenue Service. According to the study's findings, organizational culture and work satisfaction both simultaneously influence employee performance by 85.20%, with other factors outside of research accounting for the remaining 14.80%.

Since organizational culture and job satisfaction can have a real and significant impact on employee performance, research in this publication will yield results and factual data that are acceptable and can support the findings of earlier research.

5 Conclusions and Suggestions

The following conclusions are reached based on empirical data concerning the relationship between organizational culture and work satisfaction with employee performance at Market Pakuan Jaya Regional Company, Bogor City, analysis results, and discussion of results of the study. (1) The simple linear regression equation $Y = 70,20 + 0,50X1$ and a correlation coefficient ($r_{x1.y}$) of 0.526 at a moderate relationship level support

the existence of a positive and very significant relationship between organizational culture and employee performance at Market Pakuan Jaya Regional Company, Bogor City. The organizational culture at the Pakuan Jaya Market Regional Company, Bogor City, has a 27.6% positive impact on employee performance, according to the coefficient of determination (r^2), which has a value of 0.276. (2).

In Pakuan Jaya Market Regional Company, Bogor City, there is a very significant positive correlation between job satisfaction and worker performance, with a correlation coefficient (r) of 0.417 at the moderate level of relationship, and this relationship is supported by the simple linear regression equation $\hat{Y} = 80,91 + 0,44X_2$. The job satisfaction of employees at the Pakuan Jaya Market Regional Company in Bogor City contributed 17.40% to their performance, as indicated by the coefficient of determination (r^2) value of 0.174. (3).

A significant positive relationship exists between organizational culture and job satisfaction, as well as the performance of employees of Pakuan Jaya Market Regional Company, Bogor City, with a correlation value ($R_{(x_1, x_2, y)}$) of 0.597 at the moderate level of relationship, and supported by a simple linear regression equation $\hat{Y} = 42,02 + 0,43X_1 + 0,31X_2$. The performance of employees of the Pakuan Jaya Market Regional Company, Bogor City, was affected by the company's culture and job satisfaction to a level of 35.7%, as indicated by the coefficient of determination value ($R^2_{(x_1, x_2, y)}$) value of 0.357.

Based on the report's results, it can be concluded that organizational culture and job satisfaction are positively correlated with employees' performance at Pakuan Jaya Market Regional Company.

For improving the performance of employees of the Pakuan Jaya Market Regional Company, Bogor City is advised to: a. Increase efficiency, namely with existing personnel members without having to add, so as to reduce expenses, b. Increase organizational effectiveness, by making activities optimally so that not too much time is wasted in effective hours/working hours on all members, c. Increase the contribution of members to the organization, i.e. by giving each member the burden and responsibility to perform a certain work to completion, d. Increase work targets, create a time schedule for each activity and the length of work, each member to be able to meet the given standards, e. Improving the standard of results, each member is given a standard of the expected results of the work given, if not to be given improvements so that it can meet the standards.

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