Analysis of the Influence of Organizational Culture on Employee Performance Through Job Satisfaction (Study on DP3AKB Pasuruan City)

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A B S T R A C T

This study used a saturated sampling or census technique to examine job satisfaction as a mediating influence of organizational culture on employee performance at the Office of Women's Empowerment, Child Protection and Family Planning (DP3AKB) in Pasuruan City. Path analysis (Path Analysis) is a data analysis approach. According to the study's findings, employee performance and job satisfaction are positively correlated with organizational culture, with job satisfaction acting as a mediating factor in this relationship. The leadership of Pasuruan City's Office of Women's Empowerment, Child Protection, and Family Planning (DP3AKB) must follow scientific and technological advancements and pay attention to employee satisfaction in order to establish a positive organizational culture and increase employee performance. Workers must be highly driven in order for them to appreciate working with coworkers who support one another in completing tasks and who exhibit high levels of work motivation.

INTRODUCTION

The effectiveness of a region's apparatus resources can be used to gauge how well its governance is implemented. There's little doubt that a competency-based human resource management system is necessary to support the quality of these equipment resources. Human resources that possess the aptitude, know-how, and disposition required to do their jobs are considered competent (Simamora, 2016). Given the significance of human resources in relation to their specialized capabilities, HR management must handle them in a methodical, planned, and structured manner to ensure that the objectives are fulfilled. The goals of the company can be optimally attained both now and in the future. Because human resources, such as those employed by the Women's Empowerment, Child Protection, and Family Planning Service (DP3AKB), play a major role in an organization's success.

Based on observations, the quality of public services by the Pasuruan City Women's Empowerment, Child Protection and Family Planning (DP3AKB) Service still has weaknesses so it cannot meet the quality expected by the community. Public service standards that have been created and determined do not guarantee that public service delivery is of good quality. This can be seen by the many complaints from the public or the poor quality of public services. In general, public services are considered to be still far from ideal government principles and this is usually conveyed through the mass media, indicating a decline in employee performance.

Performance is the outcome of an employee's job in terms of quantity and quality completed while performing their obligations in line with their assigned responsibilities (Mangkunegara, 2009:67). The relationship between motivation and ability determines performance (Robbins, 2006:13). Performance is the outcome of an individual's job completed over a specific time period to meet goals set by the company to raise standards and quality that have been mutually agreed upon inside the organization (Mangkuprawira, 2007: 153).

The company's organizational culture will decide how to increase employee performance. A system of common meaning or a belief shared by all members of an organization is its organizational culture. A company's embraced core values provide a system of shared meaning (Robbins, 2006:289). The rules and values that guide members of an organization's conduct are known as its organizational culture (Luthans, 2006:278). Research by Sambasivan and Johari (2003), Musriha (2013), Baan (2015), and Nazarian (2017) demonstrates how employee performance is impacted by corporate culture. Research by Warsito (2008), Pangestuti (2009), Syauta (2012), and Darsana (2013), among others, has demonstrated that employee performance is not impacted by company culture.

Research gaps or conflicting results are found in studies on the impact of company culture on employee performance. A study that adds work satisfaction as an intervening or mediating variable to address the research gap on the impact of corporate culture on employee performance would be an intriguing avenue to pursue. A person's overall attitude toward their work is referred to as their job satisfaction. It may also be understood as the discrepancy between the quantity of prizes or awards that employees get and what is fair (Robbins, 2006: 162). Job satisfaction, according to Crossman (2003: 369), is a

favorable sensation that arises from each employee's sense of comfort while performing their duties. According to Davis and Newstrom (2002:108), a person experiences pleasure when their expectations and the benefits they receive from their employment align.

Employee satisfaction will be influenced by organizational culture, where there are aspects of the company's cultural values that are able to meet employee expectations, so that employees and organizational members get job satisfaction in their work. Koesmono, T. (2005), and Usman, U. (2008) prove that organizational culture has a positive and significant effect on employee satisfaction.

According to Robbins (2006), there is a reciprocal link between work happiness and employee performance. This implies that a worker's job happiness will rise even more when they are happy with their employment and perform well. However, if a worker is unhappy in his position and performs worse, this may also lower worker satisfaction. Employee performance and work happiness have a favorable correlation, according to research by Ostroff (2003). Research by Crossman and Bassem (2003) revealed a significant relationship between rising employee performance and work happiness. Employee satisfaction at work will positively impact their performance.

This study attempts to perform a thorough investigation of job satisfaction as a mediator of the impact of organizational culture on the productivity of Pasuruan City Women's Empowerment, Child Protection, and Family Planning (DP3AKB) Service employees. It is based on prior background and research.

LITERATURE REVIEW
Research Design

This study involves explanatory research, or research that tries to explain the link or impact between two or more variables, in line with the primary problem and research objectives. This study's pattern of impact reveals how organizational culture affects workers' performance and job satisfaction at the Pasuruan City Women's Empowerment, Child Protection, and Family Planning (DP3AKB) Service.

Population and Sample

The 65 workers of the Pasuruan City Women's Empowerment, Child Protection, and Family Planning Service made up the study's population. The author employed a sample size equal to the population, or what is typically referred to as a saturation sampling approach or census, because the total number of employees that make up the population in this study is not too enormous. A census, also known as a saturated sampling approach, is a sampling strategy in which the number of samples equals the population (Sugiyono, 2018). Sugiyono (2016) argues that if the population is smaller than 100, it would be preferable to employ the complete population as a study sample, which is why saturation sampling or census approaches are used.

Research Instrument
The research instruments are summarized in Table 1 below:

Table 1. Variables, Indicators and Statement Items

No	Variable	Indicators	Statement Items
1	Organizational culture	Involvement	1. Leaders provide freedom to innovate in carrying out work 2. Completing work is done in groups.
		Consistence	3. Carrying out work requires a set of measures. 4. Able to reach a common understanding in solving work problems
		Adaptation	5. Able to follow developments in science and technology 6. Able to pay attention to customer satisfaction
		Mission	7. Leadership has a clear plan regarding organizational goals 8. There is a clear mission that provides meaning and direction in work
2	Job satisfaction	Satisfaction with the work itself	1. Happy with the current job because it suits your abilities 2. Enjoy interesting and challenging work
		Satisfaction with superiors	3. Happy with superiors who can provide support to subordinates 4. Happy with superiors who are willing to listen to suggestions, criticism and opinions of subordinates
		Satisfaction with promotion	5. Feel happy because there is an open opportunity to be promoted 6. Happy with the basis used for promotion (increase in position)
		Satisfaction with coworkers	7. Enjoy working with colleagues who help each other complete the work 8. Enjoy working with colleagues who have high work motivation
3	Employee Performance	Quantity of work	1. Carry out tasks according to the specified targets 2. Completing work needs to be adjusted to work standards
		Work quality	3. Complete the task faster than the specified time 4. Complete tasks according to the work description
		Work attitude	5. Can analyze each type of work that is responsible

			6. 6. Have the initiative to make decisions related to completing work

A Likert scale is used as a measuring tool for the variables that will be examined through the replies of respondents. The Likert scale is used to gauge an individual's or a group's attitudes, beliefs, and perceptions on social issues. Each instrument item has an answer on a Likert scale that ranges from 1 (strongly disagree) to 5 (strongly agree).

Data Analysis

Path Analysis is a data analysis technique used in research. Path diagrams are used as a guide for intricate hypothesis testing in path analysis, a type of multiple regression application. This route analysis may be used to calculate the direct and indirect influence's size. The t test is used to determine whether or not there is a direct link. The following are the criteria for accepting or rejecting hypothesis testing: if the likelihood is less than 5%, H0 is rejected, and if the probability is more than 5%, H0 is accepted, and H1 is rejected. Examining the potential indirect impact of work satisfaction By contrasting the overall effect with the direct influence, the influence of corporate culture on employee performance is moderated. Job satisfaction can operate as a mediating factor between corporate culture and employee performance if the overall effect is larger than the direct influence.

RESEARCH RESULT

Relationships Between Linear Variables

The linearity test employs parsimony and curve fit; if the model as a whole is significant or not, the model can be considered linear (Solimun, 2002). If the p value is low, that is, less than 5%, the model is considered significant. Table 2 displays the outcomes of the linearity test.

Table 2. Results of Linearity Test of Relationships Between Variables

Variabel	p *value*	Label
Organizational culture → Job satisfaction	0,002	Linier
Organizational culture → Employee Performance	0,000	Linier
Job satisfaction → Employee Performance	0,000	Linier

Based on Table 2, it can be said that the model is linear, this is proven by the small p value, namely below 5%.

Coefficient of Determination

The degree to which the independent variables in the research model can account for the dependent variable is indicated by the coefficient of determination. The following formula is used to get the overall coefficient of determination that route analysis yields:

$$R_m^2 = 1 - P_{e1}^2 . P_{e2}^2 ... P_{ep}^2$$

Where : $P_{e1} = \sqrt{1 - r^2}$

$R_m^2 =$ Determination Coefisien

Nilai R *square* variabel loyalitas nasabah dapat dilihat pada Tabel 3 sebagai berikut.

Tabel 3. R square Value

Variabel	R *square*
Organizational Culture to Job Satisfaction	0,140
Organizational Culture and Job Satisfaction on Employee Performance	0,584

Based on the R square value, the total coefficient of determination can then be calculated as follows:

$$= 1 - \left(\sqrt{1-0.140}\right)^2 \left(\sqrt{1-0.584}\right)^2$$

= 1 - (0.860) (0.416)

= 1 - 0.358

= 0.642

This figure indicates that the model can account for 64.2% of the data's information, with additional factors (which the model does not currently include) accounting for 35.8%.

Hypothesis Testing Results

Path Analysis is used in hypothesis testing. If the p value is less than 5% significant, the null hypothesis is rejected and the research hypothesis is accepted. Table 4 below presents the findings from the hypothesis test:

Tabel 4. Analysis Regression Weight Result

Variable			Koefisien Line	t statistic	Prob.
Organizational culture	--->	Job Satisfaction	0,374	3,203	0.002
Job Satisfaction	--->	Employee Performance	0,269	3,048	0.003
Organizational culture	--->	Employee Performance	0,622	7,041	0.000

Hypothesis 1. Organizational culture influences job satisfaction.

Table 4 indicates that organizational culture has a statistical t value of 3.203 with a p-value of 0.002. Since the p-value is less than 0.05, the hypothesis that organizational culture significantly affects job satisfaction may be accepted.

Hypothesis 2. Job satisfaction influences employee performance.

The statistical t-value of 3.048 with a p-value of 0.003 indicates that work contentment has a substantial impact on employee performance. Since the p-value is less than 0.05, the hypothesis that job satisfaction influences employee performance may be accepted.

Hypothesis 3. Organizational culture influences employee performance.
The statistical t-value of 7.041 with a p-value of 0.000 indicates the impact of organizational culture on employee performance. Since the p-value is less than 0.05, the hypothesis that organizational culture significantly affects employee performance may be accepted.

Hypothesis 4. Organizational culture has a significant effect on employee performance through job satisfaction.
The following table displays the findings from tests examining the impact of work motivation and organizational culture on employee performance as measured by job satisfaction.

Table 5. Results of Indirect Effect Hypothesis Testing

Variable			Direct Influence	Indirect Influence Through job satisfaction	Total Influence
Organizational culture	--->	Job Satisfaction	0,374	-	-
Organizational culture	--->	Employee Performance	0,622	0,374 x 0,269 = 0.101	0.723
Job Satisfaction	--->	Employee Performance	0,269	-	-

With a total coefficient value of 0.723, the indirect effect of organizational culture on job satisfaction and employee performance is larger than the direct effect of organizational culture on employee performance, which has a coefficient value of 0.622. These findings suggest that the impact of corporate culture on worker performance may be mitigated by job satisfaction.

DISCUSSION
Organizational culture influences job satisfaction
The outcomes of the hypothesis test demonstrate that work satisfaction is influenced by corporate culture. Because the habits that exist inside the organizational hierarchy indicate the behavioral standards that members of the organization follow, organizational culture plays a crucial role in organizations. High levels of employee loyalty and dedication to the company are indicative of a good organizational culture, which might influence workers' job satisfaction (Robbins, 2006).

When employees are exposed to organizational culture, their values, beliefs, and attitudes are sharpened and must be applied consistently. In other words, doing work involves a common knowledge of problem-solving techniques as well as a defined set of principles and norms. Employees' understanding of the importance of following a clear set of values and guidelines when performing their jobs, as well as their own, can have a positive effect on job satisfaction. This is demonstrated by their contentment with their current jobs, which they find fulfilling because they feel they fit their skills and abilities. fascinating and demanding.

According to Robbins, (2006), there are several important aspects that need to be considered regarding the relationship between organizational culture and job satisfaction. Organizational culture refers to the values, norms, beliefs, and practices that are part of an organization's work environment. Job satisfaction, on the other hand, is an individual's positive feelings and satisfaction with his or her job. According to Robbins, (2006), a strong and positive organizational culture can contribute to increasing job satisfaction. If the values and norms of the organization support the suitability and suitability of the individual to the work environment, then the individual will feel more satisfied with his or her job. The research results support studies conducted by Koesmono, T. (2005) and Usman, U. (2008) proving that organizational culture has a positive and significant effect on employee satisfaction.

Job satisfaction influences employee performance

According to the findings of the inferential statistical analysis, the Pasuruan City Women's Empowerment, Child Protection and Family Planning (DP3AKB) Department employees' job happiness affects their performance. This study suggests that job satisfaction has an impact on high levels of work outcomes and attitude, such as finishing work that has to be altered to meet work standards and completing tasks in line with set objectives. Under these circumstances, the effectiveness of workers in the Pasuruan City Women's Empowerment, Child Protection and Family Planning (DP3AKB) Department will rise if the worker exhibits job satisfaction, which is demonstrated by the worker's contentment with the work itself. For example, workers who are content with their current position because it fits their skills and interests them will perform better. hard and fascinating task.

The findings of this study corroborate the assertion made by Robbins & Timothy (2009) that there is a beneficial correlation between worker performance and job happiness. He says that when a worker is happy in his position, he is more motivated and would typically work harder, more efficiently, and with greater dedication. According to Kahneman & Krueger (2006), the ideas of happiness and subjective well-being may be used to relate work satisfaction to employee performance. A person is generally happier, more energized, and motivated to perform effectively at work when they are happy with their work.

A meta-analysis of many research by Judge et al. (2010) revealed a high positive correlation between worker performance and job satisfaction. They discovered that workers who were happier in their positions typically outperformed those who weren't. According to Robbins (2006), there is a reciprocal link between work happiness and employee performance. This implies that a worker's job happiness will rise even more when they are happy with their employment and perform well. However, if a worker is unhappy in his position and performs worse, this may also lower worker satisfaction.

The findings of the study corroborate a 2003 study by Ostroff that discovered a favorable correlation between worker performance and job

happiness. Evidence from studies by Crossman and Bassem (2003) suggests that improving employee performance is strongly correlated with work satisfaction. Employee satisfaction at work will positively impact their performance.

Organizational culture influences employee performance

These findings may be explained by the fact that if a positive organizational culture is established, staff members of the Pasuruan City Women's Empowerment, Child Protection, and Family Planning (DP3AKB) Department would perform well. This implies that employee performance is a good indicator of an organization's performance and success. This is a result of an employee's attempt to ascertain and formulate a solution that can satisfy the interests of all parties in order to carry out tasks. Employee performance is determined by the amount of work they do; examples of this include completing jobs that need to be altered to meet work standards and accomplishing tasks in line with predetermined objectives.

If the function of organizational culture can function well, then completing projects ahead of schedule is a reflection of staff performance. This is due to the fact that strong employee performance is inextricably linked to the existence of an organizational culture, which has evolved into a personal value that each employee demonstrates through consistency. To put it another way, doing work effectively necessitates a shared understanding of problem-solving techniques as well as a clear set of values and rules.

The results of this study support Schein's (2009) opinion that a strong and consistent organizational culture can help improve organizational performance. A clear and integrated culture helps in directing employee behavior, managing expectations, and strengthening organizational identity. O'Reilly and Pfeffer (2000) emphasize the importance of cultural fit in achieving high organizational performance. They argue that the match between organizational culture and business strategy, organizational structure, and reward systems can have a positive impact on performance. The research results support studies conducted by Sambasivan and Johari (2003), Musriha (2013), Baan (2015), Nazarian (2017) showing the results that organizational culture influences employee performance.

Organizational culture influences employee performance through job satisfaction

An organizational culture that is developed in line with the values, beliefs, and attitudes that are consistently put into practice—that is, the requirement for a clear set of values and rules as well as a shared understanding in order to solve work problems—contributes to employee satisfaction with the work itself, making them happy in their current position because it is in line with their abilities and they enjoy engaging in challenging and interesting work. When workers are happy with their jobs, they will perform well, which will show in the amount of work they produce. For

example, they will do activities that need to be altered to meet work standards and fulfill objectives.

The study's findings corroborate research by Koesmono, T. (2005) and Usman, U. (2008), which demonstrated the beneficial and noteworthy impact of organizational culture on worker satisfaction; additionally, a study by Ostroff (2003) discovered a positive correlation between worker satisfaction and output. According to research conducted in 2003 by Crossman and Bassem, there is a clear link between improving employee performance and work happiness.

CONCLUSIONS AND RECOMMENDATIONS

Employee work satisfaction increases with a stronger corporate culture. These findings can be explained by the idea that employee job satisfaction will rise in the presence of a clear set of values and guidelines for performing work, as well as a shared understanding of how to solve work-related problems. This is demonstrated by the fact that employees are happier when their work is interesting and challenging and that their work matches their abilities.

Because job satisfaction is exhibited by employees who are happy with their current job because it is in line with their abilities and happy with the work that is challenging and interesting, higher job satisfaction levels are associated with higher performance levels. This means that the tasks completed by employees are in accordance with the specified targets and work standards.

Because organizational culture is characterized by the presence of a clear set of values and rules for carrying out work and the same understanding in solving work problems, higher organizational cultures translate into higher employee performance, which means that tasks are completed by employees in accordance with the specified targets and work standards.

Organizational culture influences employee performance through job satisfaction. This means that the existence of a clear set of values and rules in carrying out work and the same understanding in solving work problems can increase job satisfaction as shown by employees being happy with their current job because it suits their abilities and they are happy with the work which is interesting and challenging and has an impact on improving work employees such as the tasks carried out by employees in accordance with specified targets and in accordance with work standards.

ADVANCED RESEARCH

Following the findings and recommendations of the research, the following recommendations might be made:

In order to attain employee satisfaction, the leadership of the Pasuruan City Women's Empowerment, Child Protection and Family Planning (DP3AKB) Service must foster a positive corporate culture by keeping up with scientific and technological advancements. Workers must be motivated in order for them to appreciate working with coworkers who support one another in finishing tasks and who exhibit high levels of work motivation.

The findings of this study have the potential to improve scientific references and knowledge, particularly in the field of human resource

management when it comes to the significance of job satisfaction in moderating the impact of organizational culture on worker performance. In order to make a more ideal study, it is advised that more research be done on factors not included in this research, such as work motivation, using the same topic as this study.

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