



## The Effect of Culture and Competence on Employee Performance Through Job Satisfaction at PT PNM Bangka Belitung Branch

Daniel Silitonga<sup>1\*</sup>, Siti Safaria<sup>2</sup>

ABFII Perbanas

**Corresponding Author:** Daniel Silitonga [danielsilitonga906@gmail.com](mailto:danielsilitonga906@gmail.com)

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### ARTICLE INFO

*Keywords:* Culture, Bangka Belitung, PT PNM

*Received :* 15 June

*Revised :* 21 July

*Accepted:* 17 August

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### ABSTRACT

this study was conducted with the aim of knowing and analyzing the effect of Organizational Culture on Job Satisfaction, the effect of Organizational Culture on Employee Performance, the effect of Job Satisfaction on Employee Performance, the effect of Competence on Job Satisfaction, the effect of Competence on Employee Performance at PT PNM Bangka Belitung Branch. The results showed that Organizational Culture has a positive and significant effect on job satisfaction, Organizational Culture has a positive effect on Employee Performance, Job Satisfaction has a positive and significant effect on performance by, Competence has a positive and significant effect on Job Satisfaction, Competence has a positive and significant effect on Employee Performance

## **INTRODUCTION**

The company really needs competent and qualified human resources, especially maintaining the quality of work life and fostering the workforce to be willing to contribute optimally to achieve company goals. Employee performance is a very important thing in the company's efforts to achieve goals (Rivai, 2013). Therefore, the company management should try to encourage employees to work well so that they can achieve the best performance. To create employee performance, of course, there are several things that must be considered by the company, such as employee placement and job training. An employee who is placed according to his expertise and skills will have a much better performance than an employee who occupies a position that is not in accordance with his educational background and expertise. In addition, performance improvement can be supported by providing training to employees.

Several factors affect employee satisfaction and performance where the problem is determined on the issue of work culture and competence. Work culture according to Sudaryo (2018) is an organizational commitment in an effort to build human resources, work processes and good work results, which are directly related to behavior in completing work so that it has a positive effect on employee performance. Companies that have a strong and good organizational culture will produce good performance in the long run.

PT Permodalan Nasional Madani (PT. PNM) is a State-Owned Enterprise (SOE) company engaged in financial services. The company was established on June 1, 1999 and has around 62 branch offices throughout Indonesia, one of which is the Bangka Belitung Branch, the purpose of this company is to help micro, small, medium and cooperative businesses. PT PNM is now developing into a company that brings inspiration to many people, and becomes a leading financing institution in increasing added value in a sustainable manner for Micro, Small, Medium Enterprises and cooperatives (UMKMK) based on the principles of Good Corporate Governance (GCG) or Good Corporate Governance. In addition, PT PNM also has a corporate culture of SCIENCE PADI, namely integrity, loyalty, independence, excellence, professionalism, trustworthiness, discipline and sincerity, in which case PT PNM is expected to be higher (knowledge, ability, competence, and quality) will be more humble.

PT PNM Bangka Belitung Branch in running its business certainly has very difficult competition between financing institutions which is a challenge for PT PNM Bangka Belitung Branch in running the wheels of its organization and maintaining a good image in the eyes of consumers. One of the indicators in maintaining that image is by maintaining employee performance to be able to achieve work effectiveness in all lines and provide the best service, to be able to achieve good performance, of course PT PNM Bangka Belitung always runs the wheels of its organization in accordance with the corporate culture, namely Padi Science, besides that SDA competence is needed so that each employee will get job satisfaction which can improve the performance of PT PNM Bangka Belitung employees.

PT PNM Bangka Belitung Branch has 317 employees, which consist of permanent employees and outsourced employees who are divided into several work units, Mekaar Work Unit, ULaMM Work Unit and Branch Office. Each employee has different knowledge, attitudes and skills, so it is not impossible that employees need training and job placement according to their fields to optimize performance.

Based on observations made by researchers and phenomena at PT PNM Bangka Belitung Branch, it was found that employee performance was not optimal, this can be seen from the performance data and HR productivity which is still low, where from 2022 there are still many PNM Bangka Belitung employees who are absent from work, Business RKAP which is still bumpy, and other lines, so it can be concluded that the decline in employee performance of PT PNM Bangka Belitung Branch is caused by a lack of employee job satisfaction. In addition, another phenomenon is the lack of implementation of the company's work culture as seen from employee delays in attendance at morning briefings, employee delays in completing work and lack of work competence through employee knowledge and abilities at work.

The objectives of this study are

1. To determine whether there is a positive influence between Organizational Culture on Employee Job Satisfaction
2. To determine whether there is a Positive and Significant influence between Organizational Culture on Employee Performance.
3. To determine whether there is a positive and significant influence between Job Satisfaction and Employee Performance.
4. To determine whether there is a positive and significant influence between employee competence and employee job satisfaction.
5. To determine whether there is a positive and significant influence between Employee Competence on Employee Performance

## LITERATUE REVIEW

According to Trang (2013) "Organizational culture is the values, ideas, assumptions, attitudes, and norms of behavior that have been institutionalized and then manifested in appearance, attitudes, and actions, so that it becomes the identity of a particular organization."

Organizational culture is also called corporate culture, which is a set of values or norms that have been relatively long in effect, shared by members of the organization (employees) as a norm of behavior in solving organizational (company) problems. Sedarmayanti (2016: 99) states that organizational culture is a commonly held belief, attitude, and value, which arises in organizations, put more simply, and culture is the way we do things here.

In accordance with the results of research by Muhammad Kurniawan (2013) concluded that organizational culture affects the performance of public organizations. Similarly, the results of research by Abdullah Salam (2013), concluded that organizational culture has a positive effect on performance. Meanwhile, Edison et al (2016: 119) state that organizational culture is the result of a process of melting and melting the cultural style and / or behavior of each

individual brought before into a new norm and philosophy, which has energy and group pride in facing something and a certain goal. And on the other hand Robbins in Edison et al (2016: 120), states that organizational culture includes ways of acting, values that are used as a basis for action, efforts by leaders to treat subordinates to efforts to solve problems that occur in the organizational environment, how an organization achieves its organizational goals is highly dependent on organizational dynamics.

The definition of competence according to Hutapea and Thoha (2008: 4), namely: "Competence is defined as the capacity that exists in a person that can make that person able to fulfill what is required by work in an organization so that the organization is able to achieve the results it expects.

Mental or cognitive skills competencies include, analytical thinking (processing knowledge or data, determining cause and effect organizing data and plans) and conceptual thinking. And according to Spencer & Spencer in Sudarmanto (2014: 53), saying that self-concept, character traits and competency motives are more hidden, deep and different at the central point of a person's personality also tends to be difficult to develop in training and development programs. Knowledge and skills competencies tend to be more tangible and relatively different on the surface as one of the characteristics of humans and are easily developed in human resource training and development programs.

Performance is the result or output of a process. According to the behavioral approach in management, performance is the quantity or quality of a person produced or services provided by someone who does work (Luthans, 2016: 165).

According to Mangkunegara (2011: 117) job satisfaction is a feeling that supports or does not support employees related to their work or their condition. Meanwhile, Handoko (2002: 193) states that job satisfaction is a pleasant or unpleasant emotional state with which employees view their work. According to Afandi (2018: 74) Job satisfaction is a positive attitude of the workforce including feelings and behavior towards their work through an assessment of one of the jobs as a sense of appreciation in achieving one of the important values of work.

Based on the theoretical study and framework described above, the hypothesis of this study is as follows:

H1: Organizational culture has a positive and significant influence on job satisfaction.

H2: Organizational Culture has a positive and significant influence on Employee Performance.

H3: Job Satisfaction has a positive and significant influence on employee performance.

H4: Competence has a positive and significant influence on Job Satisfaction.

H5: Competence has a positive and significant influence on employee performance.

## **METHODOLOGY**

This research uses a quantitative research method, nonprobability sampling with a purposive sample technique. A total of 100 respondents and two analysis methods used, namely outer model analysis with Convergent Validity, Discriminant Validity, Composite Reliability, Cronbach's Alpha and using inner model analysis with Hypothesis Testing

## **RESULTS**

In this study, the analysis was carried out by calculating the Outer Model, Inner Model, and hypothesis testing. In this case, the analytical tool used is SmartPLS 4. The framework is then poured into an initial model involving all indicators that have been tested for validity and reliability through the results of the questionnaire analysis test.

The measurement model or outer model shows how each block relates to its latent variable. Confirmatory research (CFA) to ascertain whether the construct indicators are valid indicators as forming the latent construct.

In SmartPLS 4, there are three criteria in using data analysis techniques to assess the outer model, namely Convergent Validity, Discriminant Validity, and Composite Reliability. Convergent Validity of the outer model with reflexive indicators is assessed based on the correlation between item scores / components estimated with SmartPLS 4.

Convergent Validity can be seen based on the correlation between the indicator score and the construct score calculated by SmartPLS 4. Reflexive measures are said to be reliable or high if they have a correlation value above 0.70 with the construct to be measured. The output results of the correlation between indicators and their constructs can be seen in the following figure.

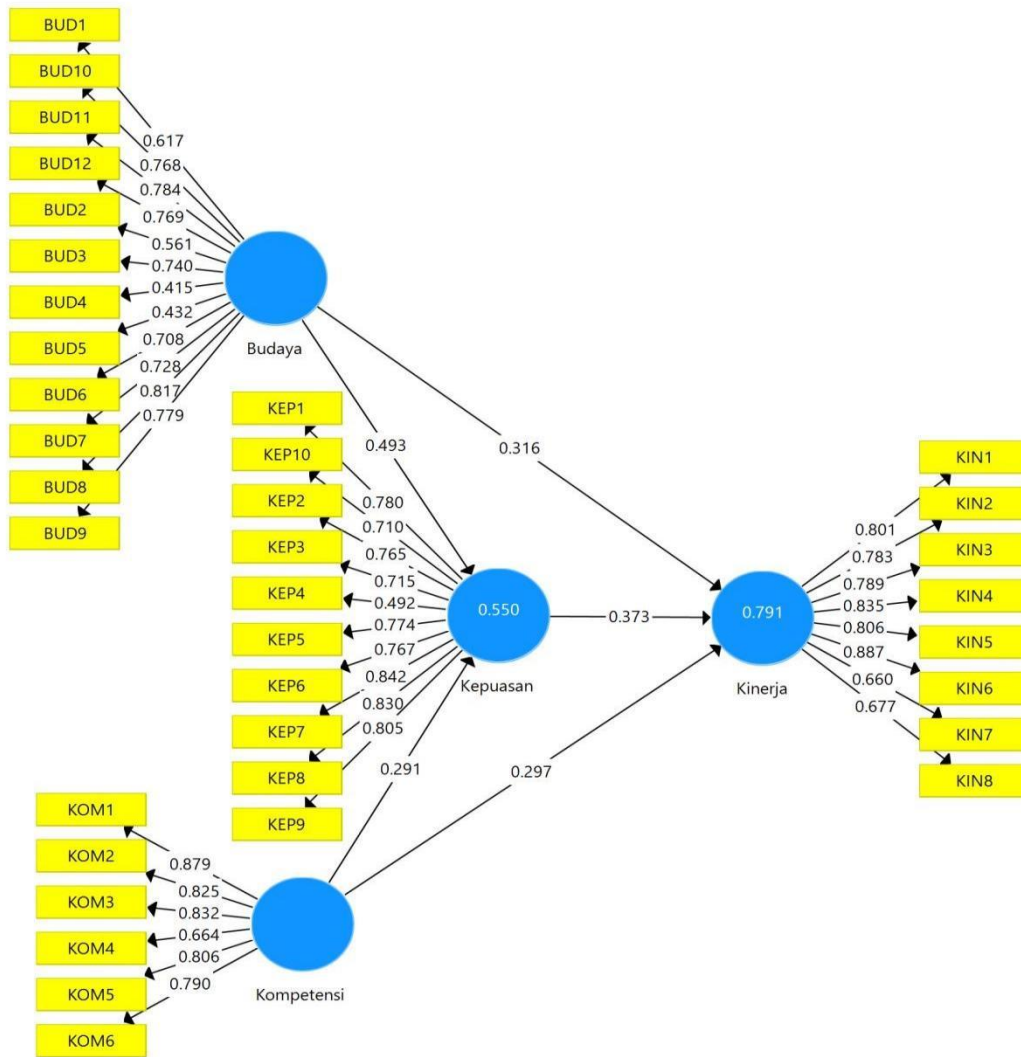


Figure 1. Outer Loading  
Source: SmartPls 4 Calculation Results (2023)

The correlation value of convergent validity must be above 0.7, but it can be seen in Figure 1 above that some of the correlation output results between indicators and their constructs have a correlation value (loading factor) below 0.7. For more details, it can be seen in Talbe 1 below.

Table 1. Loading Factor

	Organizational Culture	Job Satisfaction	Employee Performance	Competence
BUD1	0.617			
BUD10	0.768			
BUD11	0.784			
BUD12	0.769			
BUD2	0.561			
BUD3	0.740			

BUD4	<b>0.415</b>			
BUD5	<b>0.432</b>			
BUD6	<b>0.708</b>			
BUD7	<b>0.728</b>			
BUD8	<b>0.817</b>			
BUD9	<b>0.779</b>			
KEP1		<b>0.780</b>		
KEP10		<b>0.710</b>		
KEP2		<b>0.765</b>		
KEP3		<b>0.715</b>		
KEP4		<b>0.492</b>		
KEP5		<b>0.774</b>		
KEP6		<b>0.767</b>		
KEP7		<b>0.842</b>		
KEP8		<b>0.830</b>		
KEP9		<b>0.805</b>		
KIN1			<b>0.801</b>	
KIN2			<b>0.783</b>	
KIN3			<b>0.789</b>	
KIN4			<b>0.835</b>	
KIN5			<b>0.806</b>	
KIN6			<b>0.887</b>	
KIN7			<b>0.660</b>	
KIN8			<b>0.677</b>	
KOM1				<b>0.879</b>
KOM2				<b>0.825</b>
KOM3				<b>0.832</b>
KOM4				<b>0.664</b>
KOM5				<b>0.806</b>
KOM6				<b>0.790</b>

Source: SmartPLS 4 Calculation Results (2023)

Because some of the output results of the correlation between indicators and their constructs have a correlation value (loading factor) below 0.7. So it is necessary to do stage 2 calculations to eliminate / delete values below 0.7. The following is a picture of the results of stage 2 analysis.

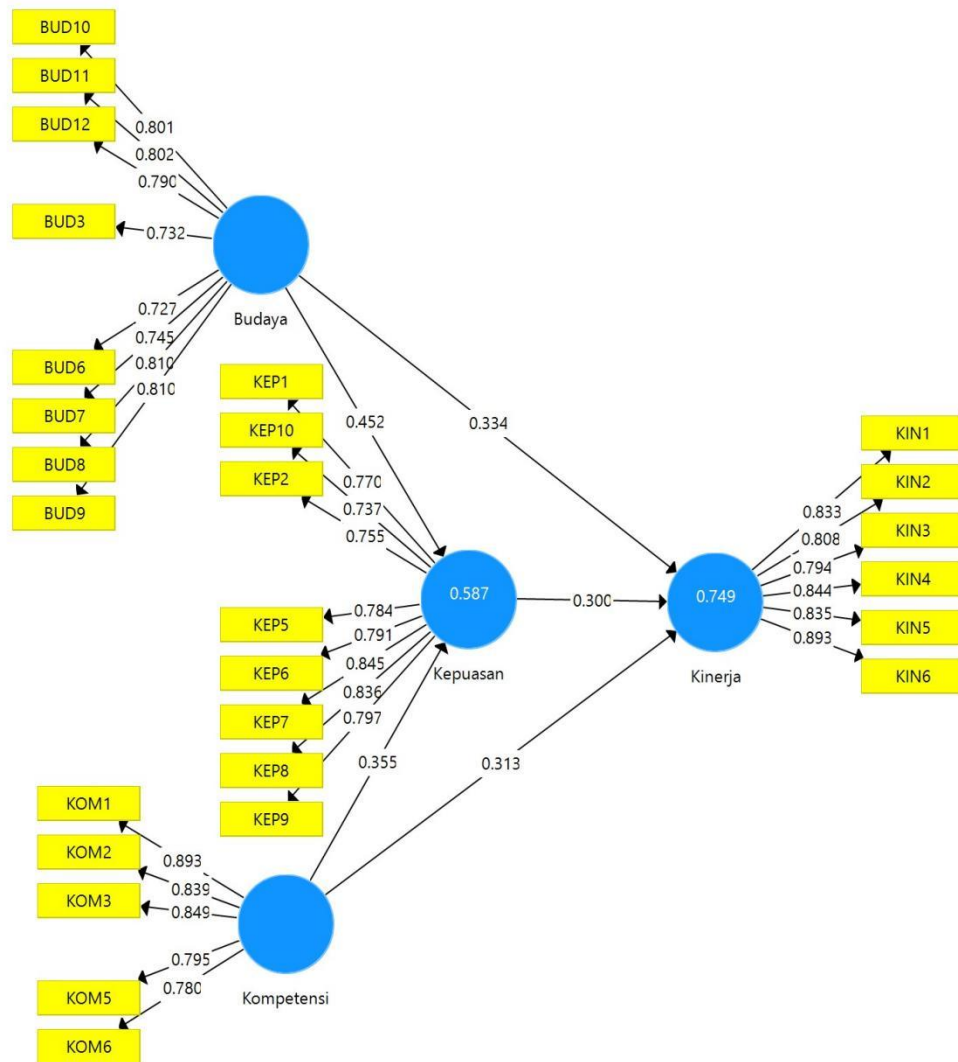


Figure 2. Outer Loading Stage 2  
 Source: SmartPLS 4 Calculation Results (2023)

The picture above is a stage 2 calculation that has eliminated / deleted values below 0.7.

Table 2. Loading Factor Stage 2

	Organizational Culture	Job Satisfaction	Employee Performance	Competence
BUD10	0.801			
BUD11	0.802			
BUD12	0.790			
BUD3	0.732			
BUD6	0.727			



BUD7	<b>0.745</b>			
BUD8	<b>0.810</b>			
BUD9	<b>0.810</b>			
KEP1		<b>0.770</b>		
KEP10		<b>0.737</b>		
KEP2		<b>0.755</b>		
KEP5		<b>0.784</b>		
KEP6		<b>0.791</b>		
KEP7		<b>0.845</b>		
KEP8		<b>0.836</b>		
KEP9		<b>0.797</b>		
KIN1			<b>0.833</b>	
KIN2			<b>0.808</b>	
KIN3			<b>0.794</b>	
KIN4			<b>0.844</b>	
KIN5			<b>0.835</b>	
KIN6			<b>0.893</b>	
KOM1				<b>0.893</b>
KOM2				<b>0.839</b>
KOM3				<b>0.849</b>
KOM5				<b>0.795</b>
KOM6				<b>0.780</b>

Source: SmartPls 4 Calculation Results (2023)

Apart from outer loading, another parameter of convergent validity is Average Variance Extracted (AVE). the value of each variable must be above 0.50 so that the convergent validity test on the AVE parameter is declared valid.

Table 3. Average Variance Extracted (AVE)

Variable	AVE	Rule of Thumb	Result
Organizational Culture	0.605	>0.50	Valid
Job Satisfaction	0.624	>0.50	Valid
Employee Performance	0.698	>0.50	Valid
Competence	0.693	>0.50	Valid

Source: Research Results (2023)

The parameters used in discriminant validity are cross loadings, where the cross loadings value must be above 0.70 for each variable, and the results of the construct correlation with the measurement items are greater than the size of the other constructs, it will show that the latent construct predicts the size of the block better than the size of the other block.

Table 4. Cross Loadings

	Organizational Culture	Job Satisfaction	Employee Performance	Competence
BUD10	0.801	0.543	0.579	0.552
BUD11	0.802	0.562	0.625	0.657
BUD12	0.790	0.598	0.668	0.609
BUD3	0.732	0.526	0.563	0.617
BUD6	0.727	0.551	0.607	0.679
BUD7	0.745	0.499	0.602	0.584
BUD8	0.810	0.675	0.733	0.699
BUD9	0.810	0.596	0.604	0.552
KEP1	0.563	0.770	0.641	0.597
KEP10	0.690	0.737	0.601	0.614
KEP2	0.568	0.755	0.645	0.619
KEP5	0.470	0.784	0.636	0.531
KEP6	0.563	0.791	0.503	0.546
KEP7	0.579	0.845	0.627	0.535

KEP8	0.575	0.836	0.598	0.497
KEP9	0.617	0.797	0.594	0.564
KIN1	0.728	0.622	0.833	0.689
KIN2	0.593	0.575	0.808	0.622
KIN3	0.615	0.608	0.794	0.591
KIN4	0.720	0.699	0.844	0.766
KIN5	0.645	0.621	0.835	0.574
KIN6	0.712	0.718	0.893	0.713
KOM1	0.738	0.684	0.684	0.893
KOM2	0.742	0.631	0.625	0.839
KOM3	0.717	0.561	0.735	0.849
KOM5	0.516	0.537	0.654	0.795
KOM6	0.589	0.557	0.603	0.780

Source: Research Results (2023)

Value of cross loadings of all variables above 0.70 and the correlation between constructs and their indicators is greater than the size of other constructs, for example the KEP1 indicator of the Job Satisfaction variable is worth 0.770 which is greater than the variables of Organizational Culture, Employee Performance and Competence which are worth 0.563 - 0.641 - 0.597 respectively. this shows that the latent construct predicts the size of the block better than the size of other blocks.

In the reliability test, there are two parameters used, namely the Cronbach's Alpha and Composite reliability values. Variables are said to be reliable if the value of each Cronbach's alpha and composite reliability is above the value of 0.70.

Table 5. Reliability Test

Variables	Cronbach's Alpha	Composite Reliability
Organizational Culture	0.906	0.924
Job Satisfaction	0.914	0.930
Employee Performance	0.913	0.933
Competence	0.888	0.918

Source: Research Results (2023)

The reliability test results indicate the value of all variables in the Cronbach's alpha and composite reliability parameters above 0.70. so that all variables of this study are reliable or meet the reliability test requirements.

This inner model describes the relationship between latent variables based on substantive theory. Testing of the structural model is done by looking at the R-square value which is a goodness-fit model test. The structural model is evaluated using the R-square for the dependent construct and the t-test and significance of the structural path parameter coefficients.

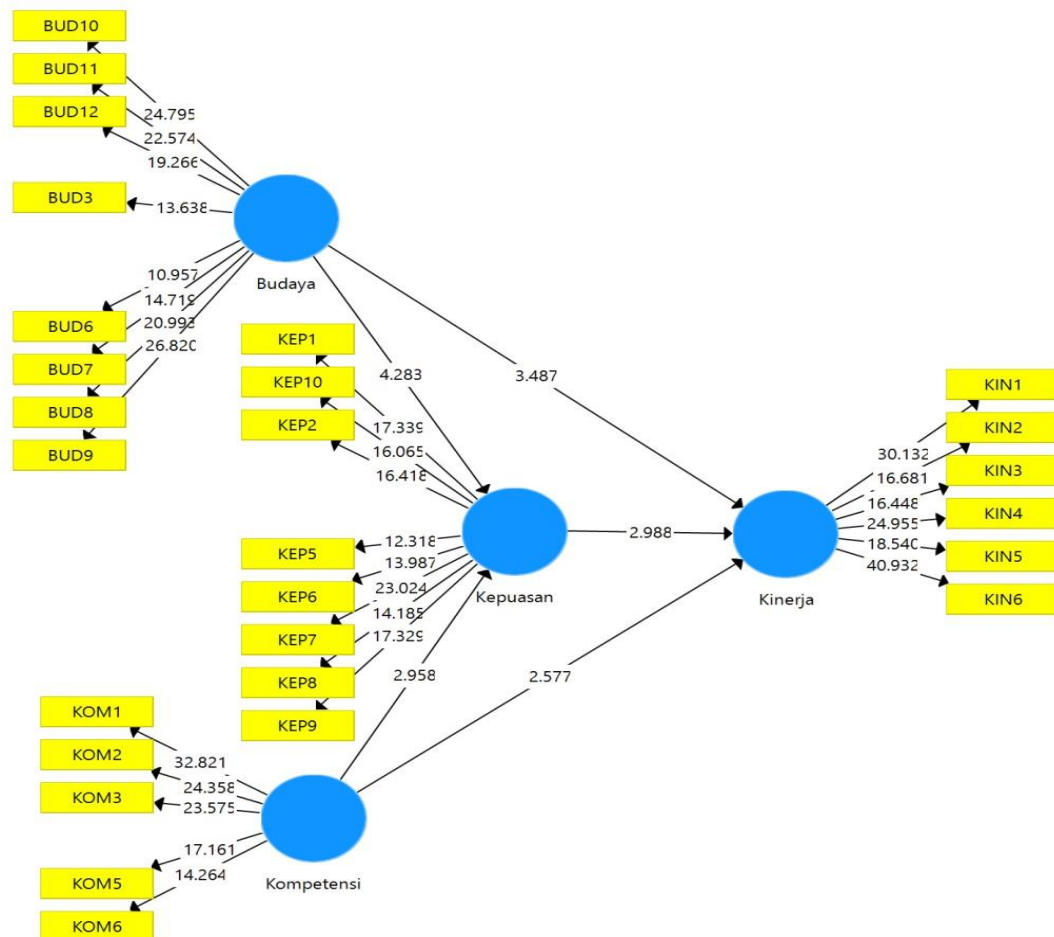


Figure 3. Inner Model  
Source: Research Results (2023)

In assessing the model using SmartPLS 4, it starts by looking at the R-square, for each independent latent variable. The R-Square value is used to measure the level of variation in changes in the independent variable on the dependent variable. Changes in the R-square value can be used to assess the effect of certain independent latent variables on the dependent latent variable whether it has a substantive effect (Ghazali, 2015). R Square of 0.75 indicates a strong model, 0.50 indicates a moderate model and 0.25 indicates a weak model (Sarstedt et al., 2017). Meanwhile, Adjusted R-Square is the R-Square value that has been corrected based on the standard error value.

Table 6. R-Square

	R Square	R Square Adjusted
Job Satisfaction	0.587	0.581
Employee Performance	0.749	0.744

Source: Research Results (2023)

It can be seen that the R-square value of job satisfaction is 0.587. This shows that the influence of the Organizational Culture and Competence variables on Job satisfaction provides an R-Square value of 0.587 or 58.7% and is included in the moderate category. It can be interpreted that the Job Satisfaction variable is influenced by the Organizational Culture and Competency variables by 58.7% percent, while the other 41.3% is influenced by other variables outside of this study.

While the R-square value for the Employee Performance variable is 0.749 or 74.9% and is included in the strong category. This means that 74.9% percent of Employee Performance can be explained by the Organizational Culture and Competency variables, while the other 25.1% is explained by other variables outside of this study.

Hypothesis testing is carried out to determine how the influence of each independent variable on the dependent variable. Hypothesis testing can be seen from the T-statistics and p-value values. To find out the effect can be done by looking at the T-statistics output which indicates a positive or negative effect, while to find out the level of significance can look at the p-value.

Test statistics using the formula or using SmartPLS 4 can be seen from the comparison between the t test value and the value in the t table. Determine the value of the t table by looking at the vertical degree of freedom value and the value of the meaning limit based on the hypothesis.

$$DF = n - k$$

$$DF = 100 - 4$$

$$DF = 96$$

\*n = number of respondents

\*k = number of research variables

\*DF = Degree of Freedom

In the statistical table, the t table value with a value of 96 is 1.984 with a significance level ( $\alpha$ ) of 5% (0.05). The decision-making method is:

- If P-Values > 0.05 or t count < t table, Ho is accepted and Ha is rejected.
- If P-Values < 0.05 or t count > t table, Ho is rejected and Ha is accepted.

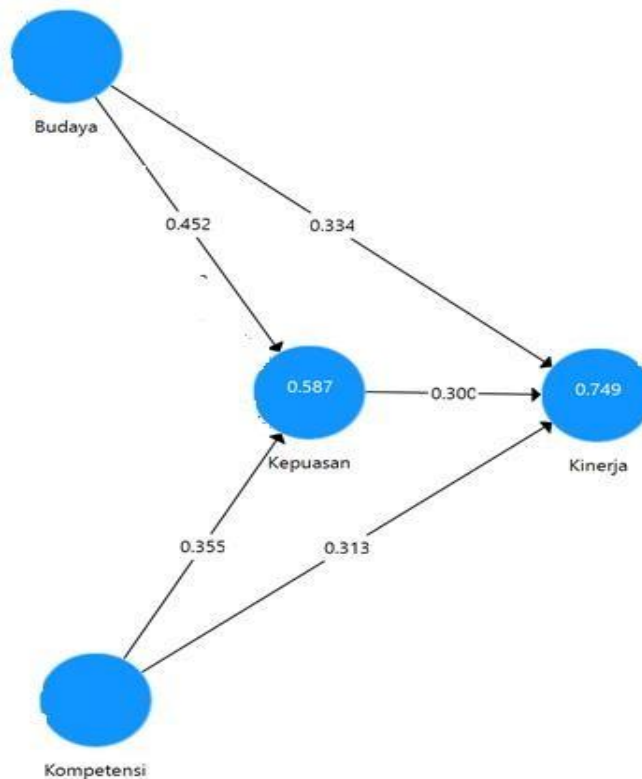


Figure 4. Model path coefficients and T-Statistics Structural Research Model

Source: SmartPls 4 Calculation Results (2023)

Table 7. Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Organizational Culture - > Job Satisfaction	0.452	0.450	0.106	4.283	0.000
Organizational Culture > Employee Performance	0.334	0.333	0.096	3.487	0.001
Job Satisfaction ->	0.300	0.296	0.101	2.988	0.003

Employee Performance					
Competence -> Job Satisfaction	0.355	0.366	0.120	2.958	0.004
Competency -> Employee Performance	0.313	0.321	0.122	2.577	0.011

Source: Research Results (2023)

All variables have a positive T Statistic value, meaning that the relationship between the independent and dependent variables is positive. all P-values indicate a value below 0.05, namely the effect of Organizational Culture on Job Satisfaction, the effect of Organizational Culture on Employee Performance, the effect of Job Satisfaction on Employee Performance, the effect of Competence on Job Satisfaction and the effect of Competence on Employee Performance.

#### **The Effect of Organizational Culture on Job Satisfaction**

With a P-value of 0.000 below the significance level of 0.05 and a t statistics value of 4.283 which is greater than the t table value = 1.984. So Organizational Culture affects Job Satisfaction (Ha accepted). The positive coefficient value is 0.452 which indicates that Organizational Culture has a positive effect on Job Satisfaction by 45.2%. Thus, the hypothesis (H1 ) is accepted. This means that Organizational Culture has a significant effect on Job Satisfaction.

#### **Effect of Organizational Culture on Employee Performance**

With a P-value of 0.001 below the significance level of 0.05 and a t statistics value of 3.487 which is greater than the t table value = 1.984. So Organizational Culture affects Employee Performance (Ha accepted). The positive coefficient value is 0.334 which indicates that Organizational Culture has a positive effect on Employee Performance by 33.4%. Thus, the hypothesis.

(H2 ) is accepted. This means that Organizational Culture has a significant effect on Employee Performance.

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

With a P-value of 0.003 below the significance level of 0.05 and a t statistics value of 2.988 which is greater than the t table value = 1.984. Then Job Satisfaction affects Employee Performance (Ha accepted). The positive coefficient value is 0.300 which indicates that Job Satisfaction has a positive effect on Employee Performance by 30%. Thus, the hypothesis.

(H3 ) is accepted. This means that Job Satisfaction has a significant effect on Employee Performance.

### **The Effect of Competence on Job Satisfaction**

With a P-value of 0.004 below the significance level of 0.05 and a t statistics value of 2.958 which is greater than the t table value = 1.984. So Competence affects Job Satisfaction ( $H_a$  accepted). The positive coefficient value is 0.355 which indicates that Competence has a positive effect on Job Satisfaction by 35.5%. Thus, the hypothesis.

( $H_4$ ) is accepted. This means that Competence has a significant effect on Job Satisfaction.

### **Effect of Competence on Employee Performance**

With a P-value of 0.011 below the significance level of 0.05. and a t statistics value of 2.577 which is greater than the t table value = 1.984. Then Competence affects Performance ( $H_a$  accepted). The positive coefficient value is 0.313 which indicates that competence has a positive effect on employee performance by 31.3%. Thus, the hypothesis

( $H_5$ ) is accepted.

This means that Competence has a significant effect on Employee Performance.

## **DISCUSSION**

Based on the results of descriptive statistical analysis, outer model evaluation, inner model evaluation, and hypothesis test results, the following is an explanation of the results of these hypotheses:

### **Effect of Organizational Culture on Job Satisfaction**

Based on the test results, Organizational Culture has a positive and significant effect on Job Satisfaction. In line with the research of Kotter and Heskett (1992) in Pabundu Tika (2003) Job Satisfaction can be formed through Organizational Culture which in turn will also improve employee performance. A strong culture can create Job Satisfaction and increase motivation and extraordinary productivity in employees. Shared values and behaviors make people feel comfortable in working for a company.

A strong culture will show high agreement on organizational goals among its members. This unanimity towards the goals will build attachment, loyalty and commitment as employees feel satisfied with what they do.

This research is also supported by the results of Robbins' research (2002: 36) which suggests several important factors that bring job satisfaction, the first is work that provides opportunities to use skills, and feedback on how well they work, the next factor is how employees' working conditions, both in terms of personal comfort and ease of doing work, these things are closely related to the rules and standards set by the company, while these rules and standards are formed from the organizational culture within the company itself.

### **Effect of Organizational Culture on Employee Performance**

Based on the test results, Organizational Culture has a positive and significant effect on Employee Performance. This is in line with the research of Mohamed & Abubakar (2013) which found a positive moderate correlation between organizational culture and employee performance and the results of research by Sulistiawan, Riadi, & Maria (2017) which state that organizational culture is proven to have a significant effect on employee performance.



In a company, a strong organizational culture is needed so that the existing values can be truly understood and applied deeply, embraced and fought for by employees in order to achieve good and optimal performance. Organizational culture can influence the way people behave and must be a reference in completing tasks and policies taken. Therefore, organizational culture is very influential on the way employees think in solving a problem and in terms of decision making which is closely related to employee performance.

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

Based on the test results, Job Satisfaction has a positive and significant effect on Employee Performance. In this case, job satisfaction is not only measured in material forms such as wages and compensation, but also such as a comfortable and conducive work environment and supportive management processes. This is in line with El-Zeiny's research (2012) which states that the workplace and effective management processes are instrumental in increasing employee productivity, thereby increasing organizational performance.

High employee job satisfaction will usually improve employee performance. Companies that have employees with high levels of job satisfaction tend to be more productive and effective.

#### **Effect of Competence on Job Satisfaction**

Based on the test results, Competence has a positive and significant effect on Job Satisfaction. This is in line with the research of Bogner & Thomas (1994) that Competence is a special expertise owned by the company and knowledge that is directed at achieving a high level of satisfaction.

Good work competence is if it has basic competence (ability, knowledge and behavior) and good field competence based on structural positions or functional positions of employees. With good work competence, satisfaction will also be felt because employees already understand their abilities in the field of work they are responsible for so that all errors can be minimized.

#### **Effect of Competence on Employee Performance**

Based on the test results, Competence has a positive and significant effect on Employee Performance. This is in line with Suharsaputra's research (2010) which explains that the ability/competency factor can affect performance because with high ability, employee performance will be achieved. Conversely, if the employee's ability is low or not in accordance with his expertise, then performance will not be achieved.

## **CONCLUSIONS AND RECOMMENDATIONS**

Based on the results of the analysis and discussion described regarding the influence of Organizational Culture, Competence on Job Satisfaction and Employee Performance. Then the conclusions that can be drawn in this study are as follows:

1. Organizational Culture has a positive and significant effect on Job Satisfaction. In line with research by Kotter and Heskett (1992) in Pabundu Tika (2003) and Robbins (2002: 36). With a P-value of 0.000 below the significance level of 0.05 and a t statistics value of 4.283 which is greater than the t table value = 1.984. So Organizational Culture affects Job Satisfaction (Ha accepted). The positive coefficient value is 0.452 which indicates that Organizational Culture has a positive effect on Job Satisfaction by 45.2%. Thus, the hypothesis (H1) is accepted
2. Organizational Culture has a positive and significant effect on Employee Performance. This is in line with the research of Mohamed & Abubakar (2013) and Sulistiawan, Riadi, & Maria (2017). With a P-value of 0.001 below the significance level of 0.05 and at statistics value of 3.487 which is greater than the t table value = 1.984. So Organizational Culture affects Employee Performance (Ha accepted). The positive coefficient value is 0.334 which indicates that Organizational Culture has a positive effect on Employee Performance by 33.4%. Thus, the hypothesis (H2) is accepted.
3. Job Satisfaction has a positive and significant effect on Employee Performance. This is in line with El-Zeiny's research (2012). With a P-value of 0.003 below the significance level of 0.05 and a t statistics value of 2.988 which is greater than the t table value = 1.984. Then Job Satisfaction affects Employee Performance (Ha accepted). The positive coefficient value is 0.300 which indicates that Job Satisfaction has a positive effect on Employee Performance by 30%. Thus, the hypothesis (H3) is accepted.
4. Competence has a positive and significant effect on Job Satisfaction. This is in line with the research of Bogner & Thomas (1994). With a P-value of 0.004 below the significance level of 0.05 and a t statistics value of 2.958 which is greater than the t table value = 1.984. So Competence affects Job Satisfaction (Ha accepted). The positive coefficient value is 0.355 which indicates that Competence has a positive effect on Job Satisfaction by 35.5%. Thus, the hypothesis (H4) is accepted.
5. Competence has a positive and significant effect on Employee Performance. This is in line with the research of Suharsaputra (2010) and Spencer & Spencer (1993). With a P-value of 0.011 below the significance level of 0.05. And a t statistics value of 2.577 which is greater than the t table value = 1.984. Then Competence affects Performance (Ha accepted). The positive coefficient value is 0.313 which indicates that competence has a positive effect on employee performance by 31.3%. Thus the hypothesis (H5) is accepted.

Based on the research results and conclusions above, the authors recommend the following:

In the Organizational Culture variable, the lowest value is in indicator BUD5 worth 403 regarding "In every job, you are always results-oriented without forgetting systems and procedures". Overall, the respondents' assessment of the Organizational Culture variable received a positive response, meaning that the company has built a good and optimal work culture. Of course, this should be maintained, because work culture is a crucial part that companies must pay attention to in order to maintain a conducive work atmosphere. If this is fulfilled, the level of Job Satisfaction and Employee Performance will increase, so that the goals of the company can be achieved.

In the Competency variable, the lowest value is in indicator KOM4 worth 398 regarding "You have high skills in completing work". Overall, the assessment of the Competency variable falls into the good category. It's just that in terms of quality of work there is still an imbalance between employees. This can be a concern for companies and superiors to continue to provide training and support to employees who have not maximized their work quality.

In the Job Satisfaction variable, the lowest value is in the KEP4 indicator worth 383 regarding "You are very satisfied with the salary and benefits received from the company". This certainly needs to be considered by the company because if one of the biggest factors in achieving job satisfaction is a decent income. Therefore, it is necessary to recalculate employee income that is more in accordance with the workload without overburdening the company. In this case it is a challenge for the company, because if the calculation is wrong it can make the company or employees disadvantaged.

In the Employee Performance variable, the lowest value is in the KIN8 indicator worth 408 regarding "You are willing to sacrifice personal interests in order to achieve company targets". Although the lowest value, it is still included in the high category. With these results proving that many employees are willing to sacrifice personal interests for the sake of the company, this should be a concern of the leadership to provide commensurate compensation to maintain high employee performance.

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