

## Organizational Culture's Influence on Employees' Performance through Job Satisfaction

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### ABSTRACT

The researchers want to examine the influence of organizational culture on performance through job satisfaction. The population in this study were the overall employees in the Ternate City Local Government. The total sample was 103 respondents who work at the Department of Industry and Trade (Disperindag) of Ternate City. Validity and reliability tests were used as the testing component. The validity test was performed using correlated item-Total correlation (r). The reliability test looked at the consistency of the measuring instruments using the Cronbach Alpha method. This study used hierarchical regression analysis with (SPSS) as a statistical test tool for hypothesis testing. The results show that job satisfaction mediates the relationship between organizational culture and performance at the Disperindag of Ternate City.

**Keywords:** Job Satisfaction, Organizational Culture, Performance.

**JEL Classification:** J28, J80, J24

## INTRODUCTION

Human resource management is one of the important instruments for every organization to achieve its various goals. Sumual, Soputan, and Kawulur (2020) state that human resource is also influential in supporting and developing a particular business to innovate its company. Even though human resources is important in business, it still cannot be separated from the public sector. Thus, public sector organizations with a large bureaucratic responsibility in providing services to the community need to be assisted by human resources apparatus with knowledge, abilities, and skills. In the context of bureaucratic reform, HR management is one of the pillars and keys to successful improvement in addition to institutional and system aspects. The development of human apparatus resources effectively and efficiently is the main function of the bureaucracy, from planning to evaluation/development. As discussed in various management works of literature, the achievement of organizational goals managerially always begins with planning, so the involvement of the apparatus in planning is considered to have a significant role, especially with regard to work attitudes and behavior.

One of the leadership's human resource activities is to create an organizational culture and try to make employees appeased to their job. Organizational culture is a significant factor in achieving organizational goals (Robbins & Judge, 2013). Achieving the goals set requires the availability of various adequate resources and the cooperation of employees at different levels of the organization. Moreover, in government bureaucracies, such as the Department of Industry and Trade (Disperindag) of Ternate City, realizing its goals requires resources that must be appropriately managed by the leadership to achieve goals. The achievement of goals is determined mainly by the results or performance of its employees.

However, empirically and theoretically, performance variables are influenced by various factors, including organizational culture and job satisfaction. The findings of research by Purnamasari (2019) and Hoiron, Wahyudi, and Puspitaningtyas (2019) showed that organizational culture's impact on employees' performance has a strong positive relationship. In addition, the results of research by Menaka and Chandrika (2015) also present a positive relationship between organizational culture and the performance of employees of Large-Scale Corporate Clothing. Additionally, job satisfaction also influences employees' performance (Locke, 1969). Moreover, Yvonne, Rahman, and Long's (2014) research indicated that job satisfaction is positively and significantly affects employees' performance. Inuwa's research (2016) implies that job satisfaction positively and significantly affects employees' performance. In addition, in theory, organizational culture also affects job satisfaction. This condition is also supported by Sari and Witjaksono (2013), namely that organizational culture positively and significantly affects job satisfaction.

As seen from the explanation above, we want to analyze the impact of organizational culture on employees' performance through job satisfaction at the Ternate City Disperindag. This study differs from the research submitted by Mariam (2009), as that study used samples of banking employees, while this study used local government employees.

## LITERATURE REVIEW

### Organizational Culture

Organizational culture has been considered an important concept that aims to understand the behavior of individuals and groups in an organization that has limitations (Ivancevich, 2010). According to McShane and Von Glinow (2008), they explained that organizational culture is the fundamental pattern of shared assumptions, values, and beliefs to regulate how employees within organizations perceive and act or make decisions on a problem and opportunity. Robbins & Judge (2013) also argue that organizational culture is a basic philosophy that can provide direction in an organizational policy regarding the management of employees and stakeholders. Furthermore, Wheelen and Hunger (2012) argued that organizational culture has two important attributes, namely intensity and integration. Intensity is a form of agreement related to values, norms, and other cultural elements by members in an organization, while integration is the sharing of shared culture by business units within an organization. Organizations with dominant cultures are usually hierarchically controlled and power-oriented. Furthermore, organizational culture is also a tool to unite various kinds of traits, characters, talents and diverse abilities in an organization and make it an organizational identity. A strong organizational culture will be a motivation for members and guidelines for a leader to adjust to the conditions of the organization so that it can increase the value of the organization for customers, suppliers and other parties associated with the organization. Furthermore, organizational culture is also a tool to unite various kinds of traits, characters, talents and diverse abilities in an organization and make it an organizational identity. A strong organizational culture will be a motivation for members and guidelines for a leader to adjust to the conditions of the organization so that it can increase the value of the organization for customers, suppliers and other parties associated with the organization.

### Performance

Performance is a form of achieving the results of a job done by someone after carrying out the duties and responsibilities of a worker. Performance can also be known by comparing the work achieved and labor participation in units of time. Furthermore, performance can also be viewed from expressions such as output, efficiency, and effectiveness which are always associated with productivity (Wau, 2022). Based on Viswesvaran and Ones (2000), performance is the achievement of work based on the actions, behaviors, and measurable results of employees in work engagement related to their contribution to organizational goals. In accordance with Mangkunegara (2011), he defined performance as the work outcome seen from its quality and quantity that is accomplished by an employee following the given responsibility. Achievement of employee performance is an important thing to do to produce maximum performance and be able to survive in the midst of global competition. Companies that are responsive to change will be able to face every threat successfully and can use it as an opportunity for the organization. Bernardin and Russel (2010) also explained that performance in terms of results perspective is a record of employees' work results based on a predetermined time. This explanation views performance as a form of work behavior interrelated with individual characteristics (such as attitude, integrity, dependence, perseverance, loyalty, and knowledge). Although this aspect is not a valid performance measurement, it is considered to be able to determine performance comprehensively. Performance-related measurements are not only measured based on quantity and quality, but also related to work behavior and attitudes.

### Job Satisfaction

There are so many descriptions of how job satisfaction is described. Most researchers admit that job satisfaction is a global concept consisting of so many aspects. The views or perceptions of individuals that vary within the organizational environment make them feel satisfied or dissatisfied with their work. McShane and Von Glinow (2008) also posited

that job satisfaction is the result of a person's evaluation related to his work. In line with McShane and Von Glinow, Mathis and Jackson (2010) also explained that job satisfaction is a pleasant emotional state and is formed based on the results of assessments related to his work. This sense means that it is based on the behavior and psychology in the workplace towards its work, which is an element of attitude (Robbins & Coulter, 2020). Additionally, Hulin and Judge (2003) explain that a person's job satisfaction is shown through the form of a multidimensional psychological response consisting of cognitive (evaluative), affective (or emotional), and behavioral components toward one's work. Job satisfaction is a prominent and perhaps prevalent attitude, covering the cognitive, affective, and behavioral aspects of both work and non-work life of workers. These aspects suggest that the importance of job satisfaction as a construct deserves attention in organizational science and subjective well-being research more generally. Job satisfaction can be considered generally as a form of satisfaction related to one's job. Additionally, specific dimensions include benefits, employment relationships, career development, training, promotion, work environment, management, recognition and supervision (Wang, Tang, Zhao, Meng, & Liu, 2017; Bonenberger, Aikins, Akweongo, & Wyss, 2014).

### **Organizational Culture, Performance, and Job Satisfaction**

As specified by Mathis and Jackson (2010), job satisfaction is a positive emotional state resulting from evaluating a person's work. This tendency shows that if employees feel job satisfaction for the evaluation of employees as a whole in the organization, then the work to be done increases along with the interests of the organization. This condition means that employees who feel job satisfaction will devote more energy and thoughts to the organization, whose performance ultimately increases, which will help improve organizational performance (Ghazzawi, 2008). This result is also supported by (Khan, Nawaz, Aleem, and Hamed, 2012; Purnamasari, 2019), showing that job satisfaction has positively and significantly affected performance. Furthermore, job satisfaction also affects organizational culture and performance. Organizational culture factors consisting of power orientation, role orientation, achievement orientation, and support orientation can foster job satisfaction (Harrison & Stokes, 1992). This indication means that job satisfaction grows along with the employee's perception positively of the factors of organizational culture. This is similar to the research study of (Sabri et al., 2011; Gull and Azam, 2012; Zhang and Li, 2013; and Vukonjanski and Nikolić, 2013), which showed that organizational culture positively influenced job satisfaction. Furthermore, (Purnamasari, 2019; Yvonne et al., 2014; Hoiron et al., 2019; Inuwa, 2016) showed that the current perceived job satisfaction largely determines a person's performance. For this reason, the researchers proposed the hypothesis below:

Hypothesis: Job satisfaction mediates the relationship between organizational culture and employee performance

### **RESEARCH METHOD**

The research was carried out at the Disperindag of Ternate City. This research was planned for three months, from September 2021 to November 2021. About 103 respondents contributed as the sample of this research. Moreover, the researchers used questionnaires as a data collection method. The validity test was performed using correlated item-Total correlation ( $r$ ). If the value of  $r$  counts  $\geq r$  of the table, the question items are declared valid, and vice versa (Indarto & Ghozali, 2016). The reliability test looked at the consistency of the measuring instruments using the Cronbach Alpha method, with a value  $> 0.7$  acceptable (Sekaran & Bougie, 2016). Hypotheses in the study were tested using hierarchical regression using Statistical Packages For Social Scientists (SPSS) as a statistical test tool. The questionnaire regarding organizational culture used 12 question items adopted from (Schermerhorn, Hunt, & Osborn, 2011; Momeni, Marjani, & Saadat, 2012; Sari & Witjaksono, 2013). Furthermore, the

questionnaire regarding job satisfaction used 11 question items developed by Luthans (2007), and the questionnaire regarding performance used 15 question items developed by Bernardin and Russel (2010). The entire question items used a 5-point likert scale (strongly agreed to disagree).

## RESULTS

The respondents were employees of the Ternate City Disperindag. The number of questionnaires distributed amounted to 150 questionnaires, and the whole filled out or returned to the authors were only 103 questionnaires. Respondents in this study were described based on gender, age, length of service, last education, employment status, and position.

**Table 1.** Characteristics of Respondents

No.	Demographic Profile	Characteristic	Number of	
			Browse	Percentage
1.	Gender	73	70.9	73
		30	29.1	30
2.	Age	<25	5	16
		26-30	7	23
		31-35	7	23
		>36	12	39
3.	Service Life	1–5 Years	66	64.1
		6–10 Years	9	8.7
		11–15 Years	11	10.7
		>16 Years	17	16.5
4.	Recent Education	SMA	71	68.9
		D3	2	1.9
		S1	25	24.3
		S2	5	4.9
5.	Employment Status	Civil Servants	61	59.2
		Non-Permanent Employees	42	40.8
6.	Position	Secretary	1	1.0
		Head of Field	1	1.0
		Section Chief	1	1.0
		Head of Market	3	2.9
		Staff	97	94.2

Source: Processed data

According to Table 1, the more dominant study respondents were men, namely 70.9% or 73 respondents, compared to female respondents, namely 29.1% or 30 respondents from 103 respondents in total. By age, it is shown that most of the respondents aged between 31–35 years (52 people or 50.5%) were the most dominant compared to the other three age groups. In addition, the majority of respondents with the last education of high school graduates (71 people or 68.9%) were the most dominant compared to other graduates. Furthermore, nearly all of the respondents who is participating had a service period of 1 to 5 years (66 people or 64.1%), with the greatest dominance being staff compared to service secretaries, field heads, section heads, and market heads (97 or 94.2%).

Descriptive statistics show that the average respondent agrees with the established organizational culture model that has been implemented ( $M = 4.11$ ). However, some respondents disagreed with the organizational culture model that had been implemented ( $\text{Min} = 3.00$  and  $\text{Max} = 5$ ). Furthermore, for performance, respondents also showed agreement with the achievement of performance produced by individuals and contributed to the organization ( $M = 3.89$ ). However, some respondents feel the current performance has not been as expected ( $\text{Min} = 2.09$  and  $\text{Max} = 5.00$ ). Lastly, respondents agreed with the current perceived job satisfaction ( $M = 3.81$ ), but some strongly disagreed with the current job satisfaction ( $\text{Min} = 2.00$  and  $\text{Max} = 5$ ).

**Table 2.** Descriptive Statistics Example ( $N=103$ )

Construct	Min.	Max.	M	SD
Organizational Culture	3.00	5.00	4.11	.538
Performance	2.09	5.00	3.89	.597
Job Satisfaction	2.33	5.00	3.81	.549

Note:  $M$  = Mean,  $SD$  = Standard Deviation

Table 2 shows the results of validity testing more than once. In these three variables, there is a question that must be discarded. After all, it does not meet the Pearson correlation value ( $r$  count) more significant than the table  $r$  value (0.440), which means that not all of these items are valid, and are used as research instruments, so the validity testing in this study on all three variables must be carried out in as many as two stages. The performance variable consists of 15 question items, of which 11 items have a Pearson correlation value greater than the table  $r$  value (0.440), which means that all of those items are valid and are used as research instruments. Meanwhile, the other 4 question items (items 3, 6, 10, and 15) have Pearson correlation values smaller than the table  $r$  value (0.440), meaning that the item is invalid and must be omitted in the final instrument. The job satisfaction variable consists of 15 items, of which 12 items have a Pearson correlation value ( $r$  count) greater than the table  $r$  value (0.440), which means that the item is valid and is used as a research instrument. Meanwhile, the 1st, 14th, and 15th items have Pearson correlation ( $r$  count) values smaller than  $r$  (table) values (0.440), which means the items are no longer used in this study.

**Table 3.** Recapitulation of Validity and Reliability Test Results

Variable	Items	Corrected Item Total Correlation	r table	Validity	Cronbach's alpha	Reliability
Organizational Culture (X1)	2	.598	.440	Valid	<b>.884</b>	Reliable
	3	.557				
	4	.762				
	5	.730				
	6	.803				
	7	.855				
	8	.705				
	9	.752				
	10	.754				
Performance (Y)	1	.702	.440	Valid	<b>.886</b>	Reliable
	2	.656				
	4	.556				
	5	.624				
	7	.795				

Variable	Items	Corrected Item Total Correlation	r table	Validity	Cronbach's alpha	Reliability
	8	.764				
	9	.596				
	11	.713				
	12	.539				
	13	.766				
	14	.644				
Job Satisfaction (M)	2	.703	.440	Valid	<b>.827</b>	Reliable
	3	.689				
	4	.770				
	5	.735				
	6	.741				
	7	.804				
	8	.660				
	9	.655				
	10	.724				
	11	.522				
	12	.545				
	13	.707				

Source: Data processed in 2022

Furthermore, in stage two of the validity test, after discarding the questions considered invalid. This is because the results showed that the entire item in the research variable has a Pearson correlation value (r count) greater than the table r value (0.440) and the Sig value greater than the  $\alpha$  (0.05). It indicated that the entire research item variable organizational culture, performance, and job satisfaction is already considered valid and used as a research instrument. In addition, the reliability test results are also reliable because they have Cronbach's alpha greater than the limit value of 0.7 with variable reliability coefficients  $X_1 = 0.884$ ,  $X_2 = 0.886$ , and  $Y = 0.827$  greater than the limit value of 0.7, which means that all measuring instruments in this study are reliable.

Hierarchical regression testing to test the mediation hypothesis in this study assumes three significant partial regression equations, namely X to Y, X to M, and M to Y (organizational culture on employees' performance, organizational culture on job satisfaction, and job satisfaction on employees' performance). Furthermore, the beta value of each equation is used to calculate direct and indirect effects with the aim of knowing direct and indirect influence, which ultimately results in testing whether the mediation functions fully or partially. The following are the testing results of three equations using simple regression.

**Table 4.** Simple Linear Regression Test Results

Independent Variable	Performance			Job Satisfaction		
	$\beta$	t	Sig	$\beta$	t	Sig
Organizational Culture	.653	8.379	.000	.651	8.348	.000
Job Satisfaction	.859	21.254	.000	-	-	-

Source: Processed data

From the simple linear regression test in table 4 above, it reveals the organizational culture variable has a t value of 8.379, a beta value of 0.653, and a significance value of 0.000, which is smaller than  $\alpha = 5\%$  (0.05). Thus, we can implies that organizational

culture has a positive and significant effect partially on performance. Furthermore, the job satisfaction variable has a t value of 21.254, a beta value of 0.859, and a significance value of 0.000, which is smaller than  $\alpha = 5\%$  (0.05). Thus, it can be said that job satisfaction has a positive and partially significant effect on performance. Finally, Table 4 reveals that the organizational culture variable has a t value of 8.348, a beta value of 0.651, and a significance value of 0.000, which is smaller than  $\alpha = 5\%$  (0.05). Thus, as it has been demonstrated before, organizational culture has a positive and significant effect on partial job satisfaction.

**Table 5.** Direct, indirect, and Total Relationships with Job Satisfaction as Mediation

Variable	$\beta$ or Direct	Indirect	Total Effect
Organizational Culture – Performance	.653	.559	1.212
Organizational Culture – Job Satisfaction	.651	–	–
Job Satisfaction – Performance	.859	–	–

Source: Processed data

In conclusion, Table 5 shows that the job satisfaction variable mediates organizational culture and performance. This tendency is revealed through the effect of direct job satisfaction, which is 0.653, with the mediation value increasing to 1.221. Thus, job satisfaction is a full mediation variable.

## DISCUSSION

Organizational culture, such as rules or values and organizational beliefs, will affect employees' performance (Robbins & Judge, 2013; McShane & Von Glinow, 2008). Harrison and Stokes (1992) stated that organizational culture, such as power orientation, role orientation, achievement orientation, and support orientation, can foster job satisfaction, which in turn can affect employees' performance. Ghazzawi (2008) stated that if employees feel job satisfaction on the evaluation of employees as a whole in the organization, then the work to be done increases in line with the interests of the organization. This means that employees' performance can be increased through an organizational culture where the organization needs to design organizational culture systematically and can be understood by all members of the organization so that a well-designed organizational culture can encourage employee performance. In addition, employees who feel job satisfaction will devote more energy and thought to the organization, which in turn increases their performance and this will also improve organizational performance. Job satisfaction can also grow along with employees' positive perceptions of organizational cultural factors. Therefore, a well-designed organizational culture can encourage employees' job satisfaction both in feelings, thoughts, and actions in life, including office life, as it is the first factor that determine how they will think and feel about their job. This result shows that organizational culture can directly or indirectly influence job satisfaction. The results are also supported by Mariam (2009) and Mukmin and Prasetyo (2021) that job satisfaction mediates the relationship between organizational culture and performance on the Disperindag of Ternate City.



## CONCLUSIONS

According to the analysis and the results represented above, we can see that the variable of job satisfaction mediates the full relationship between organizational culture and performance. Moreover, from the concrete explanation above, it confirm that the variable of job satisfaction mediating the relationship between organizational culture and performance can be applied not only to the banking environment but also to local governments. For suggestions, future studies could add other variables, such as leadership, motivation, work stress, and occupational safety, to see their impact directly on performance.

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## DECLARATION OF CONFLICTING INTERESTS

The authors declared no potential conflicts of interest.

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