

Impact of Job Satisfaction and Organizational Culture on Company Performance

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Abstract: bjectively, this study aims to examine and analyze the effect of job satisfaction and organizational culture on employee performance. This study involved 54 respondents from employees at the ASN Health Office in Gowa Regency. The research data was collected through distributing questionnaires and processed with the help of SPSS. Several stages of testing will be carried out to test the quality of the data and test the research hypothesis. The research data will be tested using classical assumptions in normality, multicollinearity, heteroscedasticity, and autocorrelation. The results showed that job satisfaction has a positive and significant effect on employee performance, that organizational culture has a positive and significant impact on employee performance. That job satisfaction and corporate culture simultaneously affect employee performance.

Keywords: Job Satisfaction; Organizational Culture; Company Performance

INTRODUCTION

Each agency has a goal to be achieved in carrying out its organizational activities. In an organization, Human Resources have a significant role in determining the progress of the organization. Personnel management is essential for organizations to manage, regulate, and utilize employees so that they can function productively to achieve organizational goals (Basori et al., 2017). For government organizations, effective and efficient personnel management is expected to provide services to the community in a precise, fast, and professional manner. Pawesti & Wikansari, (2016) argue that job satisfaction is a general attitude towards one's work as the difference in the number of rewards received by workers with the number of rewards that are believed to be received. Job satisfaction is an essential thing that individuals have in their work. Each worker has different characteristics, so job satisfaction is also different, and the level of job satisfaction can have an unequal impact. Job satisfaction reflects a person's feelings towards his job. It can be seen in the positive attitude of employees towards work and everything that is faced in the work environment.

In addition to job satisfaction factors, the factor that affects an employee's performance is organizational culture. Shurbagi & Zahari, (2013) explain that organizational culture is defined as a basic pattern of thinking together with a group which it has used to solve problems at hand that has been going well enough to be considered valid. So later, it needs to be transmitted to new members as a correct effort to understand, think, and feel related about organizational problems to become problems for all members. Organizational culture is a collection of value systems recognized and created by all its members Rahmi & Mulyadi, (2019).

A strong culture in the organization encourages its members to act and behave by the organization's expectations. By complying with the rules and policies that exist within the organization, it is expected to optimize the performance and productivity of employees to achieve goals. Organizational culture in any company or organization arises from the life journey of the founders of the organization or members of the organization. They play a role in decision-making and

determining the direction of organizational strategy. It is what makes the culture in an organization different from the culture in other organizations.

Performance is an important thing that must be achieved by every agency, including the Gowa District Health Office because performance reflects the agency's ability to manage and allocate its employees. Therefore, the performance of employees has a significant influence on the agency's ongoing activities and affects the process of achieving goals agency. Performance is the result or achievement of employees assessed in terms of quality and quantity based on work standards determined by the organization (Setiawan, 2018). Performance is the result of work in quality and quantity achieved by an employee carrying out his duties by the responsibilities given to him (Basori et al., 2017). A person's performance is a combination of ability, effort, and opportunity that can be assessed from the results of his work (Sulistiyani, 2013).

The Health Office is one of the SKPD (Regional Work Units) in the Gowa Regency environment, responsible for healthy development. Details of the main tasks of the official function as a technical institution. The Department of Health is an agency engaged in public health services, where the successful implementation of duties and responsibilities in the agency depends on the performance of the employees in the agency, the importance of the performance of existing employees at the Health Office greatly influences the implementation of the agency's goals, namely to improve services to the community, especially in the process of monitoring and to foster the need for information and health services.

The phenomenon that has occurred recently is the lack of awareness of Gowa District Health Office employees, mainly the general and staffing department, to carry out activities and tasks that are not formally regulated in their job descriptions. Their willingness to take over the job or replace their co-workers' roles while doing other jobs is still very low. The conditions in this research location are also supported by the head of the Gowa district health office, which was used as a resource in this observation. This condition resulted in a decline in the quality of service of the Gowa district health office. Based on interviews with the head of the health office, the level of employee satisfaction can be shown in table 1:

Table 1. Gowa Health Service Employee Satisfaction Level

Satisfaction Level	Male Employee	Female Employee
In general	3,43	3,42
Career path	3,04	3,05
Work Life Balance	3,10	3,12
Salaries and allowances	3,11	3,14

Based on table 1, the level of employee satisfaction can be measured from a scale value of 1.0 (very dissatisfied), a scale value of 3.0 (quite satisfied), and a scale value of 5.0 (very fasting). Looking at the results of the table above, it can be seen that the satisfaction level of men and women at the Gowa District Health Office has fluctuated, in general, male employees experienced a higher level of satisfaction, namely 3.43, while the level of satisfaction based on the career path of female employees was more dominant, with a value of 3.05. , the level of satisfaction in the work-life balance of female workers is more significant than 3.12, and satisfaction with salary and benefits more dominant female employees with a value of 3.1.

LITERATURE REVIEW

Human Resource Management

Harris & Ogbonna, (2001) emphasized human resources management as programs, policies, and practices for managing an organization's workforce. Others see human resource management in terms of the activities carried out. Sedarmayanti & Work, (2009) asserts that human resource management is the policy and practice of determining human or human resources aspects in management positions, including recruiting, screening, training, rewarding, and evaluation. Similarly, Simamora (2006), human resource management in matters relating to the development, use, and protection of human resources. The task of human resource management is to manage the human

elements with all their potential so that human resources can be obtained that can achieve organizational goals. The same thing was stated by Rozarie & Indonesia, (2017), who defined human resource management as a strategic approach to skills, development motivation, and organizational management of human resources.

Job Satisfaction

There are several definitions of job satisfaction put forward by experts. One of them by Robbins & Judge (2012) defines job satisfaction as a positive feeling about one's job that results from evaluating its characteristics. Another opinion expressed by Paramita et al., (2013), defines job satisfaction as the difference between something that should exist and something that exists. The smaller the difference between the conditions that should exist and the conditions that exist, the person tends to feel more satisfied. Then also explained the understanding of job satisfaction by Dole & Schroeder, (2001), job satisfaction can be defined as the feelings and reactions of individuals to their work environment. Meanwhile, Luthans, (2002) suggests that job satisfaction is an expression of employee satisfaction about how their work can benefit the organization, which means that what is obtained at work has fulfilled what is considered necessary. Job satisfaction is considered the result of the employee's experience of his desired and expected values from his job. This view can be simplified that job satisfaction is an individual's attitude and feedback on his work. So based on the above definition, job satisfaction is an attitude of an individual or employee that describes a positive or negative attitude of achievement or achievement in his work. Where an employee will feel satisfied if what they need and want has been achieved.

Organizational Culture

According to Robbins & Judge, (2013) organizational culture is a system of shared understanding regarding patterns of beliefs, rituals, practice myths that have been developing for some time. According to Gibson, (2001) states that organizational culture is a value system with shared beliefs that produce norms, behaviors, values (what is essential), and beliefs (how it works) that integrate to create norms for how we should do things. Successful organizations appear to have strong cultures that can attract, retain and reward people who successfully carry out their roles in achieving goals. A strong organizational culture is not formed by itself. The leader plays a decisive role in shaping the culture of the organization he leads. Organizational culture is the "soft side," while the "hard side" includes structure, production systems, technology, and design. The illustration is that we cannot apply advanced technology if an adequate culture does not support it.

Company Performance

In simple terms, the notion of performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain period (Lusri, 2017). Ivancevich, (1976) mentions that performance is the result achieved from what is desired by the organization. The company is a unit of production activity that processes economic resources to provide goods and services for the community to obtain profits and satisfy the needs of the community (Manullang, 2013). Khoirunnisa et al., (2019) stated that organizational performance is the organization's overall effectiveness to meet the defined needs of each group about systematic efforts and continuously improve the organization's ability to achieve its needs effectively. Organizational performance is the totality of the work achieved by an organization. Employee performance and organizational performance have a very close relationship (Pasolong, 2010).

Based on the problems and research objectives, the hypothesis of this research is as follows:

- H1:** Organizational culture has a positive and significant effect on the performance of Gowa district health office employees.
- H2:** Job satisfaction has a positive and significant effect on the performance of Gowa district health office employees.
- H3:** Organizational culture and job satisfaction simultaneously affect the performance of Gowa district health office employees.

RESEARCH METHOD

This research was conducted at the Gowa District Health Office with a total population of 118 respondents. Determination of the research sample using the slovin technique so that a sample of 54 respondents was obtained. Data was collected by distributing a questionnaire containing a draft statement that would be given a score for each answer such as (Strongly Agree = 5, Agree = 4, Disagree = 3, Disagree = 2, Strongly Disagree = 1). In this study, the data were analyzed by descriptive statistical analysis to describe the data in terms of mean, standard deviation, maximum, minimum, sum, range and to measure the distribution of data by skewness and kurtosis. Descriptive statistics describe data into information that is clearer and easier to understand (Ghozali, 2017). This study uses multiple linear regression analysis to study the relationship between the independent variable (X) and the dependent variable (Y). The test tool used is the SPSS statistical test tool with the following formulation:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$$

- Y : dependent variable
- X1 : independent variable
- X2 : independent variable
- a : constant value
- $\beta_1 - \beta_2$: regression coefficient value

RESULTS AND DISCUSSION

Normality test aims to detect to find out the model has a normal distribution. This can be done using Kolmogorov-Smirnov (KS) analysis. If the significant value of the Kolmogorov-Smirnov test is > 0.05, it means that the data is usually distributed.

**Table 2 Normality test results
One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		54
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	,13711434
Most Extreme Differences	Absolute	,071
	Positive	,063
	Negative	-,071
Test Statistic		,071
Asymp. Sig. (2-tailed)		,200 ^{c,d}

a. Test distribution is Normal.
 b. Calculated from data.
 c. Lilliefors Significance Correction.
 d. This is a lower bound of the true significance.

Based on table 2, it can be seen that the statistical test value is 0.071 > 0.05 and the significance value is 0.200 > 0.05. it can be concluded that the data in this study are normally distributed.

**Table 3. Multicollinearity Test
Coefficients^a**

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Job satisfaction	0.225	4.448
	Organizational culture	0.225	4.448

a. Dependent Variable: Employee performance

Based on Table 3, the results of the multicollinearity test show that the Tolerance value for the Job Satisfaction (X1) and Organizational Culture (X2) variables is $0.225 > 0.10$. Meanwhile, the VIF value for the variables of Job Satisfaction (X1) and Organizational Culture (X2) is $4.448 < 10.00$. Then referring to the basis of decision making in the multicollinearity test, it can be concluded that there is no multicollinearity symptom in the regression model.

The heteroscedasticity test is carried out using the scatterplot test, which means that the test aims to detect the presence or absence of heteroscedasticity by looking at the graph plot, including the predicted value of the dependent variable, namely ZPRED with the residual SRESID. If there is a specific plot, such as dots that form a specific regular pattern (wavy, widen, then narrow), then it indicates that heteroscedasticity has occurred, which can be seen in the image below:

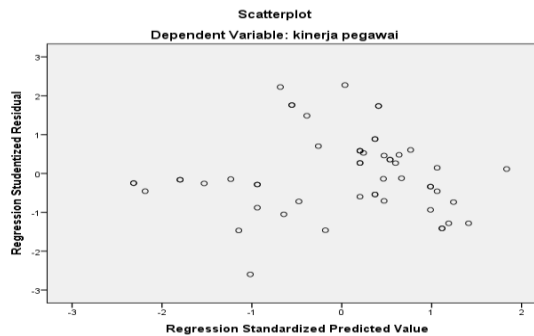


Figure 1. Heteroscedasticity test

Figure 1 shows that the points spread randomly do not form a specific pattern, and the direction of their distribution is above or below the number 0 on the Y-axis. Therefore, it can be concluded that there are no symptoms of heteroscedasticity in the regression model in this study, so the regression model used worth using. In this study, multiple linear regression was used to determine the effect of the independent variables on profitability and firm size on the dependent variable of capital structure. So to find out the value of the regression equation, the following table 4 is used:

Table 4. Regression Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.775	.477		-1.623	.111
	kepuasan kerja	.511	.198	.416	2.585	.013
	budaya organisasi	.667	.240	.448	2.782	.008

a. Dependent Variable: kinerja pegawai

Based on table 4 of the regression equation, it can be explained that the constant value ($a = -0.775$) means that the employee performance value will remain constant at -0.775 if the value of job satisfaction and organizational culture shows the number 0. The X1 coefficient is worth (0.511) meaning that job satisfaction positively affects employee performance of -0.775 . If job satisfaction is carried out, it can improve employee performance and vice versa if it is not carried out when other independent variables remain. The X2 coefficient is worth (0.667), meaning that organizational culture positively impacts performance by -0.775 . If organizational culture is carried out, it can improve employee performance and vice versa if it is not done when other independent variables remain. Hypothesis testing is a test to prove the existence of a relationship between the variables in this study. Hypothesis testing aims to find out the quick answer to the problem is still presumption because it still has to be proven true according to the temporary opinion expressed by the researcher.

The coefficient of determination (R Square) essentially measures how much the model can explain the variation of the independent variables. The coefficient of determination (R²) value reflects

how much the independent variable X. can explain the variation and the dependent variable Y. If the coefficient of determination is equal to zero, the variation of Y cannot be explained by X at all. Meanwhile, if $R^2 = 1$, it means that the variation of Y as a whole can be explained by X. The results of the calculation of the coefficient of determination in this study can be seen in Table 5 as follows.

**Table 5. Coefficient of Determination Test Results R^2
Model Summary^b**

Model	R	R Square	Adjusted R Square
1	.838 ^a	.703	.691

a. Predictors: (Constant) organizational culture, job satisfaction,

b. Dependent Variable: employee performance

Based on table 5, the value of the coefficient of determination shown by R Square is 0.703, which is 70.3% of the job satisfaction variable. The organizational culture variable (independent) on the performance variable (dependent) can be explained. The remaining 29.7% can be explained by other factors that affect employee performance outside the research model. The t-statistical test aims to show how much influence one independent variable has individually in explaining or explaining the variation of the independent variable.

Table 6. Partial Test Results (t-test)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.775	.477		-1.623	.111
	kepuasan kerja	.511	.198	.416	2.585	.013
	budaya organisasi	.667	.240	.448	2.782	.008

a. Dependent Variable: kinerja pegawai

In table 6, the job satisfaction variable shows a T-count of 2.585 while the T-table = 2.036 then T count > T table and the significance value is $0.013 < 0.05$, meaning that the job satisfaction variable (X1) has a positive and significant effect on employee performance. Meanwhile, for the organizational culture variable, the T-count value = 2.782 and the T-table value = 2.036, the T-count value > T-table and the significance value is $0.008 < 0.05$, meaning that the organizational culture variable (X2) has a positive and significant effect on employee performance. Simultaneous test (f-test) is intended to see whether the independent variables (independent) together affect the dependent variable (dependent), assuming the other independent variables are constant. If the significant value is < 0.05 , then the independent variables together significantly affect the dependent variable. Meanwhile, if the significant value is > 0.05 , the independent variables together do not significantly affect the dependent variable. In addition, by comparing F count with F table with the following criteria.

Table 7. Simultaneous Test Results (F-Test)

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	10.202	2	5.101	60.244	.000 ^b
	Residual	4.318	51	.085		
	Total	14.520	53			

a. Dependent Variable: kinerja pegawai

b. Predictors: (Constant), budaya organisasi, kepuasan kerja

Table 7 shows that the results of the F test are $f_{count} > f_{table}$ ($60,224 > 3.294$) and a significant value of 0.000. All endogenous variables, namely job satisfaction and organizational culture, simultaneously influence employee performance.

Discussion

The Effect of Job Satisfaction on Employee Performance

Based on the table, it can be explained that the job satisfaction variable has a $t_{count} > t_{table}$, namely the t arithmetic value for job satisfaction is $2.585 > t_{table}$ is 2.036. It means proving that job satisfaction influences employee performance. To determine the significance level of job satisfaction on employee performance, it can be seen from the probability number of 0.013 which is lower than $= 0.05$ or smaller than the 5% actual level. It shows that the effect of job satisfaction (X1) on employee performance is significant. It can be concluded that job satisfaction on employee performance at the Gowa District Health Office, where the better job satisfaction, the better employee performance. Job satisfaction is one of the determinants of employee performance. So these results indicate that job satisfaction has a positive and significant effect on employee performance. The results of this study are in line with the previous theory. It is by the statement of Bangun (2006) that states that with job satisfaction, an employee can feel whether his job is fun or unpleasant. Wexley & Yukl, (2003) say that job satisfaction is a generalization of attitudes towards work. The various attitudes towards his work reflect pleasant and unpleasant experiences in his work, reflect his experiences and expectations for future experiences. The work gives satisfaction to the owner. On the other hand, dissatisfaction will be obtained if a job is not fun to do.

The Influence of Organizational Culture on Employee Performance

Based on the table, it can be explained that the organizational culture variable has a t_{count} value $> t_{table}$, namely the t_{count} value for the organizational culture of $2.782 > t_{table}$ value is 2.036. It means proving that organizational culture influences employee performance. Meanwhile, to determine the significance level of the influence of organizational culture on employee performance, it can be seen from the probability number of 0.008 which is lower than $= 0.05$ or smaller than the 5% actual level. It shows that the influence of organizational culture (X2) on employee performance is significant. It can be concluded that organizational culture on employee performance at the Gowa District Health Office. Where the better the organizational culture, the better the employee performance. Organizational culture is one of the determinants of employee performance. So these results indicate that organizational culture has a positive and significant effect on employee performance. The results of this study are in line with the previous theory. It is by Manik's statement (2019), organizational culture is related to the organization's beliefs, assumptions, values, behavioral norms, ideologies, attitudes, habits, and expectations.

Simultaneous Effect of Job Satisfaction and Organizational Culture on Employee Performance

Simultaneous testing where job satisfaction and organizational culture have a significant effect on employee performance. It means that together the independent variables have a positive effect on the variable on the dependent variable. It is evidenced by $f_{hit} 60,244 > f_{tab} 3,294$ with a significant level of 0.000 less than 0.05, simultaneous testing is accepted, namely job satisfaction and organizational culture. Based on the data above, it can be concluded that job satisfaction and organizational culture play an essential role in improving employee performance. However, also pay attention to the needs of employees and make quality and quantity employees and work well together. The theory of Sutrisno et al. (2017) argues that job satisfaction is a relatively interesting and important problem because it has proven to benefit the interests of individuals, industry, and society.

CONCLUSIONS AND SUGGESTIONS

The study results prove that the job satisfaction variable has a positive and partially significant effect on the performance of the Gowa District Health Service Employees. It is stated that the first hypothesis is accepted. The organizational culture variable has a positive and partially significant effect on the Performance (Y) of the Gowa District Health Service Employees. It is stated that the

second hypothesis is accepted. Based on the simultaneous analysis (f-test), it turns out that the research results prove that the variables of job satisfaction and organizational culture have a positive and significant effect on employee performance (Y), with the third hypothesis being accepted.

The results of this study suggest a re-evaluation of job satisfaction and organizational culture for Gowa district health office employees so that all employees are expected to improve performance in order to achieve company goals. Due to the authors' limitations, further research is needed on the effect of job satisfaction and organizational culture on employee performance to be used as input for policymaking in the future.

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