



# THE INFLUENCE OF ORGANIZATIONAL CULTURE AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE THE NORTH TAPANULI REGENCY EDUCATION OFFICE

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## ABSTRACT

This study aims to identify the relationship between organizational culture and job satisfaction in the context of improving employee performance at the Education Office. This study uses a quantitative approach. The population in this study used 67 employees with a sample of 40 employees, using non-probability sampling techniques as a sample collection technique. The data source in this study used a questionnaire using a Likert scale on the questions asked to respondents. The results of this study indicate that simultaneously organizational culture and job satisfaction have a determination coefficient value of 0.748, which means that organizational culture and job satisfaction have an effect on employee performance of 74.8%. However, job satisfaction has been shown to have a positive and significant effect on employee performance. In addition, simultaneously, organizational culture and job satisfaction together have a positive and significant effect on improving employee performance in the office.

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## 1. INTRODUCTION

The current competitive conditions are increasingly competitive. This requires companies or organizations to be able to improve employee performance in achieving increased productivity in terms of quality and quantity, so that they can compete with other companies and even be above other companies. Performance is the result of work and behavior that has been achieved in completing tasks and responsibilities given in a certain period (Rizki Amalia, 2017). Employee performance is often influenced by two important factors: company culture and job satisfaction. A weak or negative organizational culture can create an environment that is not conducive to growth and collaboration. For example, if your company has a highly competitive culture, employees may feel pressured and reluctant to work together. This reduces the potential for innovation and work efficiency.

On the other hand, low job satisfaction also contributes significantly to poor performance. Employees who are dissatisfied with their roles, coworkers, or working conditions tend to be less motivated. They can become apathetic, less productive, and even risk quitting their jobs. This dissatisfaction is often caused by a lack of role clarity, lack of recognition, or unresolved conflict within the team.

Organizational culture and job satisfaction often stem from several important factors. Organizational culture encompassing the values and norms of its members can be problematic when these values are unclear or conflicting. For example, when a company prioritizes results over employee well-being, this can create a competitive and toxic work environment. On the other hand, job satisfaction can be affected by a lack of performance recognition, an unbalanced workload, and a lack of role clarity. When employees feel unappreciated, overwhelmed, and stressed, they are less motivated to do their jobs well. Therefore, it is important for managers to identify and address these issues in order to build a positive culture and increase job satisfaction. Previously, several studies that have examined the influence or relationship between organizational culture, job satisfaction, and employee performance include Research by Vivin Rosvita, Endang Setyowati, Zaenal Fanani (2017): This study examines the Influence of Organizational Culture on Employee Performance, with the results of the study showing that partially the organizational culture variable has a significant effect on employee performance variables. The organizational culture variable affects employee performance with a coefficient of determination value of 0.827; Alfian Nurrohmat & Rini Lestari (2021):

This study examines the Influence of Job Satisfaction on Employee Performance, with the results of the study showing that job satisfaction has a positive effect on employee performance. Overall, employee job satisfaction and performance at PT Kahatex are in the "Good" criteria; and Anwar Ikhsan (2016): This study examines the Analysis of the Influence of Organizational Culture and Job Satisfaction on the Performance of Non-Lecturer Employees at Mercu Buana University, Jakarta, with the results of the study showing that there is a significant influence between organizational culture and employee satisfaction on staff performance at Mercu Buana University, Jakarta.

Table 1. HR Department Target Achievement Data

Target	Goals	realization	Percentage of Achievement %	Descriptions
Improving Organizational Culture for Employees	90%	45%	100%	Not yet fulfilled
Improving Job Satisfaction for Employees	90%	60%	100%	Not yet fulfilled
Improving Optimal Employee Performance in The Future	90%	55%	100%	Not yet fulfilled

The purpose of this study is to build a model by analyzing the relationship of influence between variables, namely: First, to analyze the influence of organizational culture on employee performance at the North Tapanuli Regency Education Office. Second, to evaluate the influence of job satisfaction on employee performance at the North Tapanuli Regency Education Office. The purpose of this study is to build a model by analyzing the relationship of influence between variables, namely: Third, to identify the relationship between organizational culture and job satisfaction in the context of improving employee performance at the Education Office.

Agoes Kamaroellah (2014) in his book "Introduction to Organizational Culture" explains that Organizational culture can be defined as a set of values, beliefs, assumptions, or norms that have long been in effect, agreed upon and followed by members of an organization as a guideline for behavior and solving organizational problems. Based on the definition above, the researcher

concludes that organizational culture is not just a tradition or habit, but also a framework of thinking that shapes behavior and decision making in an organization. A strong and well-internalized culture will support the achievement of organizational goals, while a weak culture can cause a misalignment between organizational goals and member behavior that can affect overall organizational performance.

According to Meithiana Indrasari (2017), job satisfaction is an individual thing because each individual will have different levels of satisfaction according to the values that apply in each individual. The more aspects of the work that are in accordance with the individual's desires, the higher the level of satisfaction felt.

Based on the definition above, the researcher concludes that job satisfaction is that job satisfaction is a positive feeling or evaluation felt by individuals towards their work, which is individual. Each individual has different levels of satisfaction, depending on their values, expectations, and personal desires for the job. The more aspects of the job that are in accordance with the expectations and needs of the individual, such as salary, work relationships, environment, or opportunities for development, the higher the level of job satisfaction felt.

According to Robbins and Judge (2017), employee performance is the result of work done by an individual in an organization, which includes quality, quantity, and efficiency in completing tasks. Mathis and Jackson (2011) added that employee performance is a contribution given by individuals in the form of measurable work results, either directly through physical output or indirectly through behavior that supports organizational goals. Campbell (1990) further stated that employee performance consists of three main dimensions: tasks directly related to the job (task performance), behaviors that support the work environment (contextual performance), and skills needed to carry out the job (adaptive performance). Thus, employee performance is not only seen from the results achieved, but also how they work and interact in the organization, which ultimately has an impact on achieving the organization's overall goals. Based on the definition above, the researcher concluded that employee performance is the result of work done by individuals in the organization, which includes three main aspects: quality, quantity, and efficiency in completing tasks. This shows that performance is not only measured based on how much work is completed, but also the quality of the work produced and the efficiency in the process of achieving it.

## 2. RESEARCH METHOD

This research is included in quantitative research that aims to test the relationship between existing variables (organizational culture, job satisfaction, and employee performance) using numerical data processed with statistics. Quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to research a certain population or sample, data collection using research instruments, data analysis is quantitative/statistical, with the aim of testing the established hypothesis (Sugyono, 2013:7-8). In quantitative research, the collected data would be analyzed statistically to find significant patterns or relationships.

In this study, the population refers to all employees working at the North Tapanuli Regency Education Office, which consists of 67 people, who are subjects relevant to the topic being studied. Employees in this office were chosen because they are a group that has direct experience related to organizational culture, job satisfaction, and performance within the organization. And the sample is a group of employees selected from the North Tapanuli Regency Education Office totaling 40 people to represent the employee population in the agency.

Data collection in this study used a questionnaire as explained by Sugyono (2013:142) that a questionnaire is a data collection technique carried out by giving a set of written questions or statements to respondents to answer. Sugyono added that a questionnaire is an efficient data collection technique if the researcher knows for sure the variables to be measured and knows what can be expected from the respondents. In the context of quantitative research, the questionnaire is designed using a rating scale that allows researchers to quantify answers and analyze data statistically. The measurement scale used in this study is the Likert scale. The Likert scale is a type

of measurement scale used to measure a person's attitude, perception, or opinion towards a statement or research object.

Table 2. Likert Scale

Classification	Description	Score
1	Strongly Disagree	1
2	Disagree	2
3	Neutral	3
4	Agree	4
5	Strongly Agree	5

Source: Sugyono (2018: 94)

### 3. RESULT AND DISCUSSIONS

The results of distributing questionnaires to 40 employees of the North Tapanuli Regency Education Office obtained data based on gender and age. Respondents who filled out the questionnaire were on average female, namely 27 respondents with a percentage of 67.5% and the rest were male, namely 13 respondents with a percentage of 32.5%. the results of this study based on age show that female employees are more than male employees. Meanwhile, based on the age of the respondents, there are 29 employees who are >30 years old with a percentage of 72.5% and the rest are ≤30 years old, namely 11 respondents with a percentage of 27.5%. the results of the study based on the age of the employees; the most are employees who are >30 years old.

#### Normality Test

Table 3. Results of Normality Test with Kolmogorov-Smirnov

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		40
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	3.66929440
Most Extreme Differences	Absolute	.092
	Positive	.092
	Negative	-.076
Test Statistic		.092
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: Processed data, 2024

Based on the results of the normality test in the table above, the Monte Carlo significant value obtained was  $0.200 > 0.050$ . It can be concluded that the distribution of the equation in this test is normal.

## Multicollinearity Test

Table 4. Multicollinearity Test Results

Coefficients <sup>a</sup>								
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	13.578	2.901		4.681	.000		
	X1	.179	.140	.207	1.276	.210	.258	3.871
	X2	.527	.126	.680	4.185	.000	.258	3.871

a. Dependent Variable: Y

Source: Processed data, 2024

Based on the results of the multicollinearity test above, the tolerance value for the organizational culture variable is 0.258 and job satisfaction is 0.258, which is smaller than 1. In addition, the Variance Inflation Factor (VIF) value for the organizational culture variable is 3.871 and job satisfaction is 3.871, which is smaller than 10. It could be concluded that this regression model can be declared free from multicollinearity interference.

## Multiple Linear Regression Test

Table 5. Results of Multiple Linear Regression Analysis

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.578	2.901		4.681	.000
	Organizational Culture	.179	.140	.207	1.276	.210
	Job Satisfaction	.527	.126	.680	4.185	.000

a. Dependent Variable: Employee performance

Source: Processed data, 2024

Based on the results of multiple linear regression testing in the table above, the regression equation  $Y = 13.578 + 0.179X_1 + 0.527X_2$  can be obtained. From this equation it can be concluded that:

- The constant value of 13.578 means that if the variables of organizational culture (X1) and job satisfaction (X2) are not considered, employee performance (Y) would be worth 13.578.
- The organizational culture variable (X1) is positive, namely 0.179, indicating that organizational culture has a positive influence on employee performance. It can be interpreted that every 1 unit increase in the organizational culture variable would affect employee performance by 0.179.
- The job satisfaction variable (X1) is positive, namely 0.527, indicating that job satisfaction has a positive influence on employee performance. It can be interpreted that every 1 unit increase in the job satisfaction variable would affect employee performance by 0.527.

## Partial Test (T-Test)

Table 6. Partial Test (T-Test)

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.578	2.901		4.681	.000
	Organizational Culture	.179	.140	.207	1.276	.210
	Job Satisfaction	.527	.126	.680	4.185	.000

a. Dependent Variable: Employee performance

Source: Processed data, 2024

Based on the results of the T test in the table above, the following results were obtained:

- The significant value for the organizational culture variable (X1) of 0.210 is greater than the alpha value of 0.050 or  $t_{count} < t_{table}$  ( $1.276 < 2.021$ ). Thus, H0 is accepted and H1 is rejected, this shows partially that the organizational culture variable (X1) does not have a positive and significant effect on employee performance (Y) on employees at the North Tapanuli Regency Education Office.
- The significant value for the organizational culture variable (X1) of 0.000 is smaller than the alpha value of 0.050 or  $t_{count} > t_{table}$  ( $4.185 > 2.021$ ). Thus, H1 is accepted and H0 is rejected, this shows partially that the job satisfaction variable (X2) has a positive and significant effect on employee performance (Y) on employees at the North Tapanuli Regency Education Office.

## Simultaneous Test (F Test)

Table 7. Simultaneous Test (F Test)

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1556.690	2	778.345	54.846	.000 <sup>b</sup>
	Residual	525.085	37	14.191		
	Total	2081.775	39			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Job Satisfaction, Organizational Culture

Source: Processed data, 2024

Based on the results of the F test in the table above, the F count value is obtained  $> F_{table}$  ( $54.846 > 3.230$ ) or a significant value  $< 0.050$  ( $0.000 < 0.050$ ). Thus, H0 is rejected and H1 is accepted, this shows that there is a significant simultaneous influence between organizational culture (X1) and job satisfaction (X2) on employee performance (Y) at the North Tapanuli Regency Education Office.

## Coefficient of Determination Test (R<sup>2</sup>)

Table 8. Results of Determination Coefficient Test (R<sup>2</sup>)

Model Summary <sup>b</sup>
----------------------------

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.865 <sup>a</sup>	.748	.734	3.767
a. Predictors: (Constant), Kepuasan Kerja, Budaya Organisasi				
b. Dependent Variable: Kinerja Karyawan				

Source: Processed data, 2024

Based on the results of the determination coefficient test in the table above, the determination coefficient value is 0.748. So it can be concluded that the variables of organizational culture (X1) and job satisfaction (X2) have an effect on the employee performance variable (Y) of 74.8% while the rest (100% -74.8%) = 25.2% is influenced by other factors that were not carried out by the researcher.

#### 4. CONCLUSION

Based on the results of the research conducted, it can be concluded that in the study entitled "The Influence of Organizational Culture and Job Satisfaction on Employee Performance (Study at the North Tapanuli Regency Education Office)", the following findings were obtained. Partially, organizational culture does not have a positive and significant effect on employee performance at the North Tapanuli Regency Education Office. However, job satisfaction is proven to have a positive and significant effect on employee performance. In addition, simultaneously, organizational culture and job satisfaction together have a positive and significant effect on improving employee performance in the office.

Based on the results of the study, the author provides several suggestions. First, employees are expected to focus on career development, fair compensation, and a comfortable work environment, to improve competence and satisfaction. Second, organizations need to improve internal communication and socialization of organizational values so that the vision, mission, and work culture are well understood by employees. Third, periodic evaluations of performance and job satisfaction need to be carried out to assess the effectiveness of policies and programs implemented, as well as to become the basis for improvement and more appropriate decision making.

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