



The influence of organizational culture, motivation and job satisfaction on employee performance

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ABSTRACT

This study aims to see the effect of (1) Organizational culture on employee performance at the Sungai Penuh City Health Office (2) Motivation on employee performance at the Sungai Penuh City Health Office (3) Job satisfaction on employee performance at the Sungai Penuh City Health Office (4) Organizational Culture, Motivation and Job Satisfaction have a joint effect on employee performance at the Sungai Penuh City Health Office. The population and sample in this study are all There are 48 employees of the Sungai Penuh City Health Office. The results of this study indicate that (1) Organizational culture have a positive significant effect on Employee performance at the Sungai Penuh City Health Office (2) Motivation have a positive influence on Employee performance at the Sungai Penuh City Health Office (3) Job satisfaction have a positive influence on Employee performance at the Sungai Penuh City Health Office (4) Organizational Culture, motivation and job satisfaction collectively have a positive effect on Employee performance at the Sungai Penuh City Health Office.



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Introduction

Management of human resources is important in achieving goals. Generally, agency leaders expect good performance from each employee in carrying out the tasks assigned by an agency. Agencies realize that human resources are the basic capital in the agency development process, therefore the quality of human resources must always be developed and directed in order to achieve the goals that have been set.

Employee performance is the level of success of employees in carrying out their duties and responsibilities. Employee performance is generally influenced by two factors, namely internal and external factors. Internal factors are factors that come from within employees, which include job satisfaction and organizational commitment. While external factors are factors that come from outside the employee, which include leadership, work security and safety, and organizational culture.

Described by Tika (2012: 121) "performance as the results of the work function of a person or group in an organization that is influenced by various factors to achieve organizational goals within a certain period of time".

Employee performance is one of the benchmarks for the success of an agency or institution, and for the achievement of an optimal agency or institution goal. Each agency must be able to develop and improve the

quality of the agency by holding various ways that are structured in programs to improve the performance of its employees.

Arianty, et al (2016: 2) human resources are resources that have reason and feelings, desires, skills, knowledge, encouragement and work that can be produced for agencies. All of these things affect the agency to achieve its goals. Even though technology, information development, capital and materials are sufficient, without human resources, agencies will find it difficult to achieve their goals.

The Sungai Penuh City Health Office is a Regional Apparatus Work Unit (SKPD) within the Sungai Penuh Government which is tasked and authorized in achieving development success in the health sector as stated in the RPJMD on the agenda for Improving the Quality of Human Resources, Science and Technology with a priority on Improvement The Degree of Public Health with the aim of realizing the River Community is full of care, health, independence, quality and justice which has been stated in the 2016-2021 Strategic Plan (RENSTRA).

In the context of implementing health development, it is necessary to have health financing aimed at providing sustainable health financing in sufficient amounts, allocated fairly and utilized effectively and efficiently. For this reason, it is necessary to carry out integrated and efficient health efforts in the form of individual health efforts and public health efforts which are carried out in the form of activities with promotive, preventive, curative and rehabilitative approaches that are carried out in an integrated, comprehensive and sustainable manner.

Based on the initial observations made by the researchers at the Sungai Penuh City Health Office, the daily behavior of employees at work is still very low, which results in a sense of belonging to the agency that is still not optimal. The perceived motivation is still not optimal, so there are still employees who lack enthusiasm in carrying out their work which also results in job satisfaction not being maximized so that the expected employee performance has not been fulfilled.

Judging from several samples of employee performance data at the Sungai Penuh City Health Office, there was a decline in the performance of their employees. This can be seen from table 1 of the performance achievements of the Sungai Penuh City Health Office:

Table 1 <The Performance Achievement of the Full River City Health Office in 2020>

Strategic target	Performance Indicator	Target	Realization
The realization of proportional and professional health resources	Percentage of puskesmas with at least 9 types of health personnel	33.33%	14.65%
Improving community nutrition services	Percentage of pregnant women with chronic energy deficiency (KEK)	23%	9.7%
Increasing the quality of environmental health	Percentage of sub-districts that meet the quality of a healthy environment	25%	18.5%

Source: Full River City Health Office 2020

Based on the above background, the authors are interested in researching "The Influence of Organizational Culture, Motivation and Job Satisfaction on Employee Performance at the Sungai Penuh City Health Office".

Method

The population and sample in a study have a central role and determine the research objectives (A. Muri, 2015). The population is the whole of the object of study that provides an accurate picture of the research. According to Hamid (2014), population is the total number of objects or subjects that are used as data sources in a study that have the same nature or characteristics. Thus, the population in this study is all There are 48 employees at the Sungai Penuh City Health Office.

The research sample is a limited number and part of the selected and representative population of the population (A. Muri, 2015). Meanwhile, according to Sugiyono (2017) the sample is part of the number and characteristics possessed by the population and what is learned from the sample, the conclusions will be applicable to the population. However, because the sample used is the entire population, the sample in this

study is the same as the population, namely the entire population there are 48 (forty-eight) employees at the Fifty Cities Regency Village Community and Empowerment Service.

Table 2 <Number of Employees by Class and Educational Qualification Full River City Health Office 2020>

No	Years of service	Number of Employees By Education		Information
1	< 10 Years	16	senior High School	4
2	11 – 20 Years	26	D-3	8
3	21 – 30 Years	6	S-1	30
4	31 – 40 Years	0	S-2	6
Amount		48		48

Source: Full River City Health Office 2020

The technique in taking this sample uses a total sampling technique (whole sample), total sampling is a sampling technique where the number of samples is the same as the population (Sugiyono, 2007). The reason for taking total sampling is because according to Sugiyono (2007) the total population is less than 100 and the entire population is used as a research sample.

Results and Discussions

Normality test

This normality test is used by the author to test the normality of the regression model. The test is carried out using the method kolmogorov-smirnov test to each variable. The regression model is normally distributed if the value of the Kolmogorov-Smirnov sign for each variable is greater than $= 0.05$. The following results of the Variable Normality test can be seen in Table 3:

Table 3 <Normality Test Results>

One-Sample Kolmogorov-Smirnov Test					
		Performance	Organizational culture	Motivation	Job satisfaction
N		48	48	48	48
Normal Parameters	mean	35.2708	36.3750	35.4792	42.9792
	Std. Deviation	1.67255	1.14157	1.32070	1.97311
Most Extreme Differences	Absolute	.148	.209	.162	.143
	Positive	.148	.209	.162	.100
	negative	-.120	-.145	-.133	-.143
Kolmogorov-Smirnov Z		1.023	1.446	1.126	.992
asympt. Sig. (2-tailed)		.246	.081	.159	.279
a. Test distribution is Normal.					

Source: SPSS output results, 2021.

From Table 3 above which is a normality test, it can be seen that in the regression model, the confounding or residual variables have a normal distribution. It can be seen from the sig value of the Employee Performance variable (Y) is $0.246 > 0.05$; Organizational Culture variable (X1) is $0.081 > 0.05$; Motivation variable (X2) is $0.159 > 0.05$; Job Satisfaction variable (X3) is $0.279 > 0.05$. So it can be concluded that the variables of Performance, Organizational Culture, Motivation, and Job Satisfaction of Employees at the Sungai Penuh City Health Office are normally distributed.

Multicollinearity Test

Multicollinearity test is useful to test whether the regression model found a correlation between independent variables. A good regression model should not have a correlation between the independent variables if the independent variables are correlated then these variables are not orthogonal. Orthogonal variables are independent variables whose correlation value between independent variables $= 0$ (Ghozali, 2011). Multicollinearity can be seen from tolerance and Variance Inflation Factor (VIF). The way to find out whether there is a deviation in the multicollinearity test is to look at the Tolerance and VIF values of each

independent variable, if the Tolerance value is > 0.10 and the VIF value is < 10 then the data is free from multicollinearity symptoms can be seen in Table 4.

Table 4 <Multicollinearity Test Results>

Model	Coefficients ^a	Collinearity Statistics	
		Tolerance	VIF
1	Organizational culture	0.888	1.126
	Motivation	0.743	1.345
	Job satisfaction	0.828	1,208

a. Dependent Variable: Performance

Source: SPSS output results, 2021

Based on the multicollinearity test in the table above, it can be seen that there is no relationship between the independent variables.

Heteroscedasticity Test

The heteroscedasticity test aims to test whether in a regression model there is an inequality of variance from the residuals from one observation to another. If the variance of the residual from an observation to an observation otherwise constant, it is called homoscedasticity and if different it is called heteroscedasticity. Detecting the presence of heteroscedasticity in this study used the Plott Graph (Scatter Plot) test. This test, if there is no clear pattern, such as points spread above and below the number 0 (zero) on the Y axis, then there is no heteroscedasticity. The test results can be seen in Figure 1.

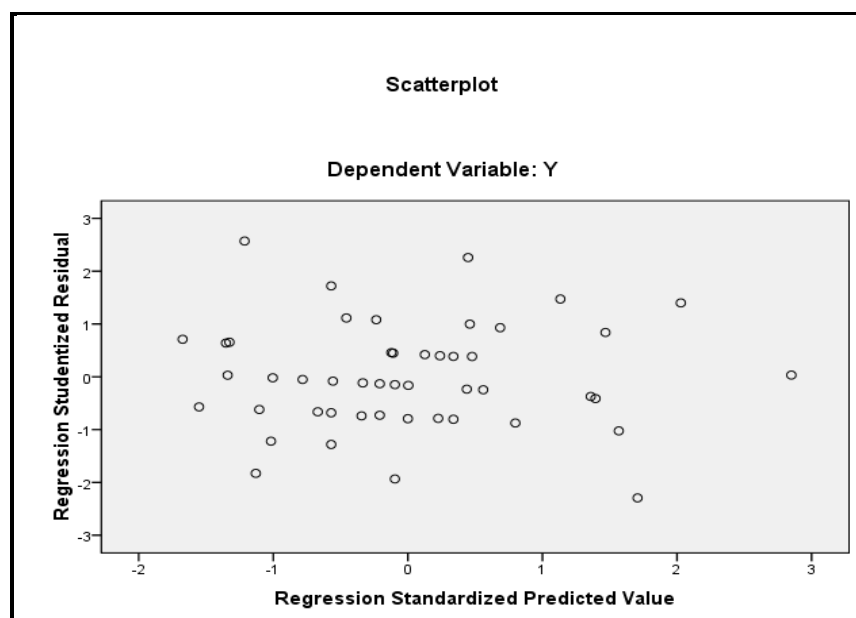


Figure 1 <Heteroscedasticity Test Results>

In Figure 1 it can be seen that there is no clear pattern and the points spread above and below the number 0 on the Y axis. The spread of data points does not form a wavy pattern that widens then narrows and widens again. The spread of data points is also not patterned, so this shows that the data in this study does not occur heteroscedasticity.

Multiple Linear Regression Analysis

In testing the hypothesis of this study, multiple linear regression was used, which aims to determine how much influence several independent variables have on the dependent variable. Multiple regression analysis was performed by comparing tcountwith ttable and sig value with $= 0.05$. In detail the results of multiple regression testing can be seen in Table 5.

Table 5 <Multiple Regression Equation>

Model		Coefficients ^a		Standardized Coefficients	t	Sig.
		Unstandardized Coefficients				
		B	Std. Error	Beta		
1	(Constant)	57.615	9,628		5,984	.000
	Organizational culture	1,238	.232	.075	5.336	.000
	Motivation	.883	.219	.021	4.031	.026
	Job satisfaction	.524	.139	.126	3.769	.032

a. Dependent Variable: Y

Source: SPSS Output Results (year 2021)

Based on Table 5 above, the estimation model can be analyzed as follows: $Y = 57,615 + 1,238 (X1) + 0.883 (X2) + 0.524 (X3)$

Based on the above equation it can be explained that:

1. From the equation above, it can be seen that there is a constant value of 57.615 which means that if the organizational culture, motivation, job satisfaction are zero, then the value of the performance variable is at 57.615. This means that the variables of organizational culture, motivation, job satisfaction contribute to improving employee performance at the Sungai Penuh City Health Office.
2. The value of the organizational culture regression coefficient is positive 1.238. This means that if the organizational culture increases by one unit, it will result in an increase in performance of 1,238 units.
3. The value of the regression coefficient of motivation is positive, namely 0.883. This means that if motivation increases by one unit, it will result in an increase in employee performance of 0.883 units.
4. The value of the regression coefficient of job satisfaction is positive, namely 0.524. This means that if job satisfaction increases by one unit, it will result in an increase in employee performance of 0.524 units.

Statistical test t test and F . test

(t test)

This (partial) t-test is intended to determine the partial (individual) effect of organizational culture, motivation and job satisfaction on employee performance at the Sungai Penuh City Health Office. From table 5, it can also be done partially test (t test) each causal variable (free) on the effect variable (bound) as follows:

Hypothesis Testing 1

The first hypothesis proposed is that organizational culture partially has a positive effect on employee performance. Based on the results of the analysis of the t test, it is known that the significance level of the organizational culture variable is $0,000 < \text{of the significance value } (0.05)$. Thus H_0 is rejected and H_a is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant influence between organizational culture on employee performance at the Sungai Penuh City Health Office.

Hypothesis Testing 2

The second hypothesis proposed is that motivation partially has a positive effect on employee performance. Based on the results of the analysis of the t test, it is known that the significance level of the motivation variable is $0,026 < \text{of the significance value } (0.05)$. Thus H_0 is rejected and H_a is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant positive influence between motivation on employee performance at the Sungai Penuh City Health Office.

Hypothesis Testing 3

The third hypothesis proposed is that job satisfaction partially has a positive effect on performance. Based on the results of the analysis of the t test, it is known that the significance level of the job satisfaction variable is $0,032 < \text{dai significance value } (0.05)$. Thus H_0 is rejected and H_a is accepted. So that the alternative

hypothesis proposed in this study is accepted, meaning that there is a significant influence between job satisfaction on employee performance at the Sungai Penuh City Health Office.

F test (simultaneous)

The F test (feasibility of the model) is intended to determine the effect of the independent variables simultaneously (together) on the dependent variable. From table 5, it can also be done a simultaneous test (F test) of the independent variables together on the dependent variable.

Hypothesis Testing 4

The fourth hypothesis proposed is that organizational culture, motivation, and job satisfaction together have a positive effect on employee performance. Based on the results of the analysis of the F test, it is known that the significance level of organizational culture, motivation, and job satisfaction variables is $0.000 < 0.05$. Thus H_0 is rejected and H_a is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a jointly significant influence between organizational culture, motivation, and job satisfaction on employee performance at the Sungai Penuh City Health Office. As can be seen in table 6:

Table 6 <F . Test Results>

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2,694	3	.898	5.307	.000a
	Residual	128,785	44	2,927		
	Total	131,479	47			

a. Predictors: (Constant), X3, X1, X2

b. Dependent Variable: Y

Source: SPSS Output Results (year 2021)

Coefficient of Determination (Adjusted R Square)

The coefficient of determination aims to see or measure how far the model's ability to explain the variation of independent variables, where the value of R square is used for research with 2 variables and the value of Adjusted R Square is used for research with more than 3 variables. The value of the coefficient of determination in this study was taken from the value of Adjusted R Square which can be seen in table 7.

Table 7 <Test results R Square>

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.943a	.720	.546	1.71083

a. Predictors: (Constant), X3, X1, X2

b. Dependent Variable: Y

Source: SPSS Data Processing Results (Year 2021)

Based on the analysis results Adjusted R square is 0,546 this means that 54.6% of employee performance is influenced by the independent variables of organizational culture, motivation, job satisfaction. While the remaining 45.4% is influenced by other variables outside the model.

Influence Organizational culture on the performance of employees of the Sungai Penuh City Health Office.

The results of this study indicate that organizational culture has a significant influence on employee performance at the Sungai Penuh City Health Office. This indicates that organizational culture determines the performance of employees at the Sungai Penuh City Health Office. This means that the higher the organizational culture of employees, it will improve employee performance.

From the results of this study, it can be seen that the organizational culture variable has a coefficient of 1.038, which means that organizational culture has a greater influence. This indicates that organizational culture can play a role in improving employee performance. If the Sungai Penuh City Health Office wants to improve employee performance, it must improve the employee organizational culture.

This is in line with the opinion of Husein, U (2010: 207) which says organizational culture is a system of shared values and beliefs taken from the pattern of habits and basic philosophies of its founders which then

interact into norms, where these norms are used as guidelines for ways of thinking and acting. act in an effort to achieve a common goal.

The results of this study are in line with the research of Febry Azhari (2016) which shows that organizational culture has a positive and significant effect on employee performance. Masrukhin and Waridin (2014) research results also show that organizational culture has a significant effect on employee performance.

Influence Motivation on the performance of employees of the Sungai Penuh City Health Office.

The results of this study indicate that motivation has a significant positive effect on employee performance at the Sungai Penuh City Health Office. This indicates that employee motivation determines employee performance at the Sungai Penuh City Health Office. This means that the better the motivation in the agency, the better the performance of employees.

From the results of this study, it can be seen that the motivation variable has a coefficient of 0.683, which means that motivation has a large influence. This indicates that motivation can play a role in improving employee performance. If the Sungai Penuh City Health Office wants to improve employee performance, it must increase employee motivation.

This is in line with the opinion of Samsudin (2010: 281) motivation is the process of influencing or encouraging from outside a person or work group so that they want to carry out something that has been determined.

The results of this study are in line with the research of Eritha Sulastri, Saladin Ghalib & Taharuddin (2017) which shows that motivation affects employee performance. Brury, Monce (2016) the results of his research also show that motivation has a significant effect on employee performance.

Influence Job satisfaction on the performance of employees of the Sungai Penuh City Health Office.

The results of this study indicate that job satisfaction has a significant effect on employee performance at the Sungai Penuh City Health Office. This indicates that job satisfaction can determine the performance of employees at the Sungai Penuh City Health Office. This means that the higher the level of job satisfaction of employees in the agency, it will improve employee performance because of the satisfaction with the work done by employees.

From the results of this study, it can be seen that the job satisfaction variable has a coefficient of 0.524 which means job satisfaction has a major influence on performance. This indicates that job satisfaction can play an important role in improving employee performance. If the Sungai Penuh City Health Office wants to improve employee performance, it must increase and create employee job satisfaction with the agency.

The results of this study are in line with the research of Muamar, M (2017) which shows that there is a significant influence between job satisfaction on employee performance. According to Mahfudz, M (2017) said that job satisfaction has a positive and significant effect on employee performance.

The Influence of Organizational Culture, Motivation, Job Satisfaction on the performance of the employees of the Sungai Penuh City Health Office.

The results of this study indicate that organizational culture, motivation, job satisfaction together have a significant influence on employee performance at the Sungai Penuh City Health Office. This indicates that organizational culture, motivation, job satisfaction determine employee performance at the Sungai Penuh City Health Office. This means that organizational culture, motivation, job satisfaction, will be able to improve employee performance.

This is in line with the research of Febry Azhari, Brury, Monce, Mahfudz, M, which shows that the results show that there is a positive and significant influence between organizational culture, motivation, job satisfaction on employee performance.

Conclusions

Based on the results of testing and discussing the hypotheses described in the previous chapter, several conclusions can be drawn as follows: following: 1) Organizational culture has a positive influence on employee performance at the Sungai Penuh City Health Office. This means that employee performance will increase if a good employee organizational culture is able to provide encouragement to employees at work and have a sense of helping fellow colleagues inside and outside their obligations. 2) Motivation has a positive influence on employee performance at the Sungai Penuh City Health Office. This means that employee

performance will increase if high work motivation is able to provide morale to employees in carrying out work. The higher the motivation of an employee in an agency, the higher his performance in doing his work in the agency. 3) Job satisfaction has a positive influence on employee performance at the Sungai Penuh City Health Office. This means that employee performance will increase if the employee's job satisfaction with the agency where the employee works has a sense of satisfaction, thus making the employee enthusiastic about work and able to do a good job.

Organizational culture, motivation, job satisfaction together have a positive effect on employee performance at the Sungai Penuh City Health Office. With number R^2 0.546 or 54.6% of employee performance is influenced by the independent variables of organizational culture, motivation and job satisfaction.

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