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HUMAN RESOURCE MANAGEMENT | RESEARCH ARTICLE

The Employee Performance Analysis: The Role of Organizational Culture and Job Satisfaction

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Abstract: All agencies want to get maximum results to achieve company targets and goals. Therefore, many companies must make efforts, one of which is by making improvements to human resources. In the current era of globalization, competition between human resources is increasing and competitive. This study discusses the analysis of employee performance. Analysis of the existence of organizational culture and job satisfaction on employee performance is the purpose of this research. The population in this study were all employees totaling 30 employees. Sampling is carried out on all members of the population that is used as a sample, which is called the saturated sampling technique. The number of 30 respondents who are employees. The data collection methods is questionnaires and observation. The analytical test tool used is SmartPLS 3.3.9 with the Partial Least Square method. In this study, the R-Square value was 60.2%. It has been concluded that in this study organizational culture has a positive influence and job satisfaction has a positive influence on employee performance.

Keywords: Organizational Culture, Job Satisfaction, Employee Performance.

JEL Classification Code: E24,O15

1. Introduction

All agencies want to get maximum results to achieve company targets and goals. Human resources have an important role in planning and implementing company goals. In the current era of globalization, the competition between human resources is increasing and competitive. In the process of achieving an organizational or company goal, a measurement of the success that must be achieved by each employee is needed. The existence of competent employees is the basis of the employee's need to have a job and work with good quality (Sabuhari et al., 2020). Many factors from inside and outside the company make employee performance bad or good (Babalola, 2016). Therefore, the company must be able to develop a good strategy for managing human resources so that the results obtained by the company are also good. To achieve an organizational goal the importance of good management is to produce quality human resource management and human resource management is the workforce in the company (Badrianto & Ekhsan, 2020). Individual performance of employees will produce an organizational performance (Akob et al., 2020; Haerani et al., 2020; Nguyen et al., 2019; Paais & Pattiruhu, 2020). Meaning that organizational performance is based on the performance of each employee.

Organizational culture has a relationship with the development and empowerment of the workforce. In organizational culture, employees who work create a level of motivation for people in the company to perform well or even very well in taking advantage of an opportunity in their organization. Values are then held to make employees feel comfortable while working so that they can improve employee performance and also job satisfaction, increasing the level of loyalty to employees. A strong organizational culture means that all employees in the organization have one perception of achieving a goal. Judging from the achievement of targets that have not been achieved, company X has implemented their organizational culture so that this research was carried out. Individuals will have job satisfaction with their expectations at work. Every employee who works has a different level of job

satisfaction to the standards set for each employee. Job satisfaction is individual which can be evaluated for employees who have described the conditions at work, already feel happy or not achieving job satisfaction, or are not doing a job. Efforts will be made to test whether or not there is an influence on organizational culture and job satisfaction on employee performance so that this research is carried out.

Therefore, achieving and realizing the vision and mission of company X also requires competitive, superior and competent human resources. Where one of the indicators of HR working in the company can be seen from the performance in their work. Employee role company X has a role to contribute to providing services so that the role of company X can be well received by the people of Indonesia. In carrying out these duties, whether employees have contributed an optimal performance to achieve the goals of the company. Based on the above background, the research entitled "Employee Performance Analysis at Company X" is important to study.

2. Literature Review

A basis for leaders and members in organizations to formulate plans to form a vision and mission to achieve the goals of the organization is called organizational culture. (EkaWati et al., 2021) An organizational culture created by the company will lead to productivity, effectiveness, and performance. It can be concluded that if the organizational culture is well formed, the resulting employee performance will also be good. Culture in the organization has a role to determine goals and direct the organization on what can and should not be done, and how to allocate organizational resources (Ras Muis et al., 2018). Organizational culture can be interpreted as a corporate culture where some norms or values have long been used and are also shared and used as guidelines for behavior in doing a job. Indicators of organizational culture according to E Edison (Yoga Pratama & Suwandana, 2020) as follows: (1) Self-awareness; (2) Aggressiveness; (3) Personality; (4) Performance; (5) Team orientation

According to (Apriani, 2012) job satisfaction is all that depends on what is expected or desired for a job done and expects the desired result. People who are satisfied with their jobs mean that people receive a lot and get what they want, for example, compensation in the form of salary, promotion or promotion, education, and so on. (Aziz et al., 2018) Someone will reflect and pay attention and will be responsible if the person has received job satisfaction. Each employee has a standard of job satisfaction by the standards applied to him. According to Edy Sutrisno (Doni Untaraji & Suhaji, 2017) job satisfaction is measured by the following dimensions: (1) Psychological which mean factors are related to the employee's psyche, which consists of employee interest in the work itself and skills. (2) Social which mean factors with social interactions between fellow employees and also interactions between employees and superiors. (3) Physical which mean factors in the physical condition of each employee can be in the form of arrangements for the rest time used and equipment for existing work. (4) Financial Factors which mean consists of guarantees and employee welfare consisting of the system and the amount of salary and promotions given to employees.

Employee performance is the process of someone doing a job activity (Tjahjadi & Uria, 2021). Employee performance is an embodiment of the capabilities possessed. Ability and motivation are a function of performance. In completing a job, of course, the individual is willing and also has the ability. The implementation of appropriate tasks so that the quality and quantity can be achieved by employees is called employee performance (Ilham, 2017). The record in carrying out responsibilities is a performance. Performance indicators are used as a way to provide quantitative expression guided by a company's vision, mission, and goals. Individual characteristics of employees themselves affect employee performance (Aryanta et al., 2019). According to Robbins performance measurement can use the performance dimension (Tarmizi & Hutasuhut, 2021) : Quality, Quantity (Amount), Timeliness, Cost Effectiveness, Independence. Conceptual frameworks describe in Figure 1.

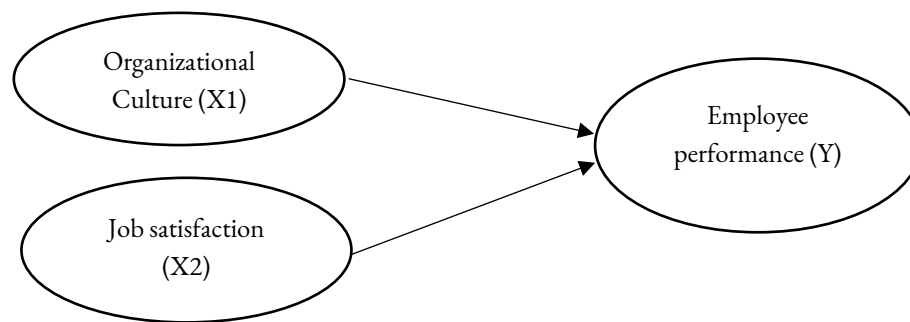


Figure 1: Conceptual Framework

Based on the description of the background, the main problem, and research objectives, the investigation is based on the following hypotheses:

H1: Organizational culture has a positive effect on employee performance

H2: Job satisfaction has a positive effect on employee performance in Company X

3. Research Method and Materials

3.1. Data Samples

Researchers use a saturated sampling technique that is by using all members of the population to be sampled. Here the researcher uses a saturated sampling technique if the total population is relatively small or less than 30. The population used in this study is all employees of Company X, totaling 30 people. The type of data collection applied in this study uses 1) Primary data, which is unfinished data and is obtained from data sources, namely employees and company leaders. 2) Secondary Data, namely data obtained from sources other than employees/respondents and leaders. This research is to collect data by using a method 1) Questionnaire by making a list of questions that have been written by the author who has been prepared and submitting a list of questions to be asked to the respondent which will then be researched and analyzed, and conclusions are drawn. 2) Observation: Researchers see directly and know the activity being observed as a source of data to be studied.

3.2. Measurement

A descriptive is a statistic that is used as data analysis by describing data or describing data that already exists and has been collected to make generally accepted conclusions. This research will be completed using descriptive research methods using a quantitative approach. Then what is meant by quantitative methods is a study using data expressed in the form of numbers or qualitative data that is numbered. This study also uses SEM-PLS analysis to analyze the results of data processing. In this study measuring a variable is done by using a Likert scale which is used for opinions, and perceptions of a person. The scale of Likert uses 5 graded answer choices, with a score of 1 for strongly disagree, 2 for disagree, 3 for neutral, 4 for agree, and 5 for strongly agree).

4. Results and Discussion

4.1. Descriptive Analysis

From the respondent's data, then it is analyzed on the personal biodata of the respondents which can be categorized by age, gender, length of work, and field of work. Based on table 1 it can be explained that the respondents to the Company's employee X are aged 26 – 30 years with a percentage of 46.67%. The number of employees aged 26-30 years is expected to be more productive and make it easier for branch leaders to provide direction in a job. In company X, female employees are more dominant with

a percentage of 56.67% compared to male employees. Thus, it can be explained that in the company the performance of women is more needed than the performance of men because women are considered neater and more agile in doing a job task. for employees who have worked for more than 6 years as many as 20 people (66.67%). Thus, it can be concluded that the average respondent has worked for more than 6 years. Then for the education of employees in S1 are respondents who dominate as many as 24 people (80%). The following is a recapitulation of respondents' answers regarding organizational culture, Job Satisfaction, and Employee Performance found in company employees X.

Table 1: Characteristics of respondents

| Age | Total | Percentage (%) |
|-----------------------|-------|----------------|
| 26 – 30 | 14 | 46.67 |
| 31 – 35 | 5 | 16.67 |
| 36 – 40 | 3 | 10 |
| Over 40 Years | 8 | 26.67 |
| Gender | | |
| Male | 13 | 43.33 |
| Female | 17 | 56.67 |
| Length Of Work | | |
| 1 – 3 Years | 1 | 3.33 |
| 4 – 6 Years | 9 | 30 |
| More than 6 Years | 20 | 66.67 |
| Education | | |
| Diploma | 1 | 3.33 |
| S1 | 24 | 80 |
| S2 | 5 | 16.7 |

Table 2: Distribution of Respondents' Answers to Organizational Culture Variables (X1), Job Satisfaction Variables (X2), and Employee Performance (Y)

| Statement | SA | | A | | N | | D | | SD | | Average | Description |
|---------------------------------------|----|-------|----|-------|---|-------|---|-----|----|---|---------|-------------|
| | F | % | F | % | F | % | F | % | F | % | | |
| Organizational Culture Variables (X1) | | | | | | | | | | | | |
| BO1 | 20 | 66.7 | 10 | 33.3 | 0 | 0 | 0 | 0 | 0 | 0 | 4.67 | Excellent |
| BO2 | 17 | 56.7 | 12 | 40 | 1 | 3.3 | 0 | 0 | 0 | 0 | 4.53 | Excellent |
| BO3 | 20 | 66.7 | 10 | 33.3 | 0 | 0 | 0 | 0 | 0 | 0 | 4, 67 | Excellent |
| BO4 | 14 | 46.7 | 16 | 53.3 | 0 | 0 | 0 | 0 | 0 | 0 | 4.46 | Excellent |
| BO5 | 18 | 60 | 11 | 36.7 | 1 | 3.3 | 0 | 0 | 0 | 0 | 4.56 | Excellent |
| Average overall answer | | | | | | | | | | | 4,58 | Excellent |
| Job Satisfaction Variables (X2) | | | | | | | | | | | | |
| KEPK1 | 9 | 30 | 16 | 50 | 5 | 16.67 | 0 | 0 | 0 | 0 | 4.13 | Good |
| KEPK2 | 13 | 43.3 | 16 | 53.33 | 1 | 3.33 | 0 | 0 | 0 | 0 | 4.4 | Excellent |
| KEPK3 | 12 | 40 | 17 | 56.7 | 1 | 3.3 | 0 | 0 | 0 | 0 | 4.37 | Excellent |
| KEPK4 | 9 | 30 | 14 | 46.67 | 6 | 20 | 1 | 3.3 | 0 | 0 | 4.03 | Good |
| KEPK5 | 7 | 23.3 | 15 | 50 | 5 | 16.7 | 3 | 10 | 0 | 0 | 3.87 | Good |
| KEPK6 | 11 | 36.67 | 17 | 56.7 | 2 | 6.67 | 0 | 0 | 0 | 0 | 4.3 | Excellent |
| KEPK7 | 11 | 36.67 | 16 | 53.33 | 3 | 10 | 0 | 0 | 0 | 0 | 4.27 | Excellent |
| Average overall answer | | | | | | | | | | | 4.19 | Good |
| Employee Performance (Y) | | | | | | | | | | | | |
| KK1 | 11 | 36.7 | 19 | 63, 3 | 0 | 0 | 0 | 0 | 0 | 0 | 4.37 | Excellent |
| KK2 | 9 | 30 | 17 | 56.7 | 4 | 13.3 | 0 | 0 | 0 | 0 | 4.17 | Good |
| KK3 | 13 | 48.3 | 16 | 53.3 | 1 | 3.3 | 0 | 0 | 0 | 0 | 4.4 | Excellent |
| KK4 | 9 | 30 | 19 | 63.3 | 2 | 6.7 | 0 | 0 | 0 | 0 | 4.23 | Excellent |
| KK5 | 14 | 46.7 | 16 | 53.3 | 0 | 0 | 0 | 0 | 0 | 0 | 4.47 | Excellent |
| KK6 | 13 | 36.7 | 17 | 56.7 | 0 | 0 | 0 | 0 | 0 | 0 | 4.43 | Excellent |
| Average overall answer | | | | | | | | | | | 4.34 | Excellent |

Based on the results in Table 2 that there is an average value for answers from respondents on all items regarding the Organizational Culture variable, which is 4.58. This value is included in the "Very Good" category. This means that it illustrates that the organizational culture that has been implemented by company X is carried out well by employees when doing their jobs. The Job Satisfaction variable (X2) has an average value of 4.19 which is included in the "good" category. This means that the employees of company X are satisfied with the work that has been done. Job satisfaction occurs when what is expected by employees is reality. Then Employee Performance variable (X2) is 4,34 which is included in the category "very good". This means that the employees of company X apply the employee performance that has been produced by the standards set by company X.

The following are the results of data processing and the structural model formed according to the problem formulation which is processed using the SmartPLS software Version 3.3.9. That researcher will examine the influence of organizational culture on employee performance and job satisfaction on employee performance. Researchers use a convergent validity test to see the validity of the research conducted. According to (Jogiyanto Hartono dan Abdillah, 2009) it is stated that the indicator is not valid then the indicator must be removed from the model. The results are said to be invalid if they show several <0.7 . The following will be explained in Fig. 2 regarding the calculation:

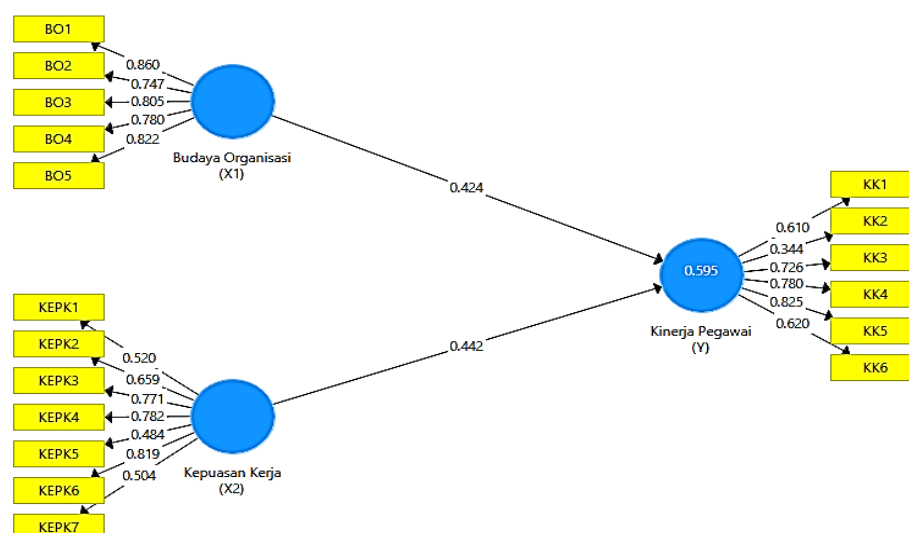


Figure 2: Algorithm Output

By getting the calculation results of $0.520 < 0.7$, it is concluded that the KEPK1 indicator is declared invalid and must be removed from the model. KEPK2 with a calculation result of $0.659 < 0.7$, so it can be concluded that the indicator is invalid and must then be removed from the model. Construct. KEPK5 with a calculation result of $0.484 < 0.7$, so it can be concluded that this indicator must then be removed from the model. KEPK7 with a calculation result of $0.504 < 0.7$ thus the indicator is declared invalid and must then be removed from the model.

In the KK1 indicator with a calculation result of $0.610 < 0.7$, it can be concluded that the indicator is removed from the model. KK2 with a calculation result of $0.344 < 0.7$, so it can be concluded that the indicator is valid and is omitted from the model. KK6 with a calculation result of $0.620 < 0.7$, so it can be concluded that the indicator is removed from the model. The following is the calculation of the structural model after the elimination of the conditions that are not fulfilled on the indicator whose determination must be 0.7 on the relationship of latent variables. The following are the results of the validity after being evaluated. The following table 3 shows the validity of the convergent after elimination.

Table 3: Outer Loadings

| Item | X1 | X2 | Y |
|------|-------|----|---|
| BO1 | 0,864 | | |
| BO2 | 0,738 | | |

| Item | X1 | X2 | Y |
|-------|-------|-------|-------|
| BO3 | 0,816 | | |
| BO4 | 0,777 | | |
| BO5 | 0,819 | | |
| KEPK3 | | 0,835 | |
| KEPK4 | | 0,798 | |
| KEPK6 | | 0,888 | |
| KK3 | | | 0,773 |
| KK4 | | | 0,815 |
| KK5 | | | 0,830 |

From Table 3, it can be concluded that has been valid and can be used for research. It can be stated that the indicator that will be used in the study already has a value of > 0.7 so the indicator is declared valid.

According to (Jogiyanto Hartono dan Abdillah, 2009) if the square root of average variance extracted or AVE there is a construct greater than the correlation of other constructs, it can be said to meet discriminant validity. In a study, it is recommended that the measurement value should be greater than 0.5. The results of this study are as follows: Composite Reliability is an analysis of data to show consistent and precise accuracy in the measuring instrument used. A test of reliability contained in the PLS can be done by two methods, namely Cronbach's alpha and composite reliability. The following Table 4 shows Composite Reliability in this study.

Table 4: AVE, Cronbach's alpha and Composite Reliability

| Latent Variables | Cronbach's Alpha | rho_A | Composite Reliability | Average Variance Extracted (AVE) |
|-----------------------------|------------------|-------|-----------------------|----------------------------------|
| Organizational Culture (X1) | 0,863 | 0,873 | 0,901 | 0,646 |
| Job Satisfaction (X2) | 0,792 | 0,792 | 0,879 | 0,708 |
| Employee Performance (Y) | 0,735 | 0,737 | 0,848 | 0,650 |

By Table 4, it can be concluded that the existing data is reliable because overall the latent variables in the construct indicated by the composite reliability have shown results that are more than 0.7. Thus the data is declared reliable to be continued. Then from the results Table 4 shows that the Average Variance Extracted (AVE) declared to have met the standard provisions set of 0.5. R-Squares will explain the effect of latent variables by using certain exogenous endogenous latent variables and whether they have a substantive effect. The R-squares values which show 0.6, 0.33, and 0.19 mean that they have a strong, medium, and weak model (Imam Ghazali and Hengky Latan, 2015) The following table shows the R-Square values in this study.

Table 5: R-Squares

| Item | R Square | R Square Adjusted |
|----------------------|----------|-------------------|
| Employee Performance | 0.602 | 0.573 |

Based on the results Table 5 shows the R-Square value of 0.602. From this value, it can be concluded that the existence of organizational culture variables and job satisfaction have an influence on employee performance variables by 60.2%, and the remaining 39.8% is influenced by other variables besides the variables in this study. Thus the model in this study is classified as a strong substance. A hypothesis test that was conducted on Partial Least Square was performed using bootstrapping. Can also see the value of the structural road coefficient. The following will be summarized in Table 6 which will show the test results using bootstrapping analysis results from SEM PLS. Based on Table 6, the following test results for each hypothesis:

1. Hypothesis Test 1

The first hypothesis test was carried out to test whether there was an influence of organizational culture (X1) on employee performance (Y) at the company X has a correlation value of $2.320 >$

1.96. Thus it can be concluded that hypothesis H1 in this study was accepted due to the value of t statistic $> t$ table. The value of the Original sample estimate is positive, namely 0.389 which means that the relationship between organizational culture and employee performance is positively related and has a significant impact on employee performance.

2. Hypothesis Test 2

The second hypothesis test was carried out to test whether there was an influence on job satisfaction (X2) and employee performance (Y) is $3.055 > 1.96$. Thus it can be concluded that hypothesis H2 in this study is accepted due to the value of t statistic $> t$ table. The original sample estimate is positive, which is 0.492 which means that the relationship between job satisfaction and employee performance is positively related and has a significant impact on employee performance.

Table 6: Coefficients and Paths of T-Statistics

| | Original Sample | Sample Mean | Standard Deviation | T-Statistics | P-Values | Significance |
|--|-----------------|-------------|--------------------|--------------|----------|----------------------|
| Organizational Culture (X1) → Employee Performance (Y) | 0.389 | 0.377 | 0.167 | 2,320 | 0.021 | Positive Significant |
| Job Satisfaction (X2) → Employee Performance (Y) | 0.492 | 0.511 | 0.161 | 3.055 | 0.002 | Positive Significant |

4.2. Discussion

From the results of this study, it is stated that the organizational culture variable has a t -statistic (2.320) $> t$ -table (1.96) with sig (0.021) $< (0.05)$. By getting this value, it shows that the organizational culture variable has a positive and significant influence on employee performance. This means that if Organizational Culture is applied, then Employee Performance will increase significantly. Then if the organizational culture that is owned and implemented by the company is very bad, the employee performance is also bad. Cultural values are not visible but are a driving force in behavior in giving results to an employee's performance. This opinion is consistent with the research conducted by (Fathurahman & Ahman, 2020; Kurniawan Gultom, 2014; Syaharuddin Y, 2019) in the research that has been conducted it is stated that organizational culture has a positive effect on employee performance. The performance of each employee will increase and if the organizational culture is removed then the employee's performance will. Based on the data processing carried out in this research, the Job Satisfaction variable has t -statistic (3.055) $> t$ -table (1.96), with sig (0.002) $< (0.05)$. This means that the variable Job Satisfaction has a positive and significant effect on employee performance. This means that if job satisfaction increases, employee performance will also increase significantly. On the other hand, if employee job satisfaction decreases, it will affect employee performance which will also decrease. This opinion is consistent with the research conducted by (Amelia & Suwarsi, 2020; Nurrohmat & Lestari, 2021; Paparang et al., 2021) the research that has been conducted it is state that job satisfaction has a positive effect on employee performance. Based on the research findings, this is in line with that job satisfaction has a positive and significant influence on employee performance, because the higher the level of job satisfaction owned by the employee, the higher the employee's performance in the company. Job satisfaction is a feeling or attitude toward the existing job whether it is pleasant or not. Job satisfaction can be interpreted as a measure of the level of satisfaction of workers in working on a job that is done. So if employees feel satisfied, comfortable, and happy in doing all the work, it will make employee performance good too.

5. Conclusion

Based on the data that has been obtained in research regarding Employee Performance Analysis at Company X. With 30 employees as research respondents, the following conclusions can be drawn: Organizational Culture has a positive and significant influence on Employee Performance in Company X. The better the awareness of organizational culture, the employee's performance also increases. Job

satisfaction has a positive and significant effect on Company X. The higher the job satisfaction of employees, the performance of employees also increases.

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