

# The Influence of Job Satisfaction and Organizational Culture on Employee Performance at the Regional Drinking Water Company (PDAM) in Luwu Regency

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## ARTICLE INFO



ISSN: 2620-6196  
Vol. 6 Issues 1 (2023)

## ABSTRACT

*This study aims to determine the effect of job satisfaction and organizational culture on employee performance at the Regional Drinking Water Company (PDAM) in Luwu Regency. The population of this study were all employees of the Luwu District Drinking Water Company (PDAM) using quantitative methods. Sampling from the total population of 40 employees. Scoring data with a Likert Scale from SPSS calculation statistics. The results of this study state that job satisfaction has no effect on employee performance while organizational culture has a positive and significant effect on employee performance at the Luwu District Drinking Water Company (PDAM).*

### Article history:

Received – February 23, 2023

Revised – March 09, 2023

accepted – March 25, 2023

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### Keywords:

*Job Satisfaction, Organizational Culture, Employee Performance.*

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## INTRODUCTION

Human resources (HR) are a very important factor in a company or office, in addition to other factors such as capital. Therefore, HR must be managed properly to increase the effectiveness and efficiency of the organization (Hariandja, 2022) as one of the supporting operational processes in a company and supported by adequate facilities, infrastructure, and natural resources. Without any support from the HR side, activities within a company will not be carried out properly, so HR has a very large role and is the main key that must be considered. And will be the main key to success and implementation in the company. Human resource management is a plan of activities that aim to acquire, develop, maintain, and use human resources to help companies achieve their goals.

The implementation of company or organizational goals stems from good and effective management of human resources, this shows the role of management that has taken place properly because the placement of potential human resources according to their abilities can have a positive effect on increasing profits and the ongoing life of the company. themselves (Guswandi et al., 2020). In Law No. 43 of 1999 concerning the subject of staffing, it states that a "civil servant" is every citizen of the Republic of Indonesia who has fulfilled the specified requirements, is appointed by an authorized official, and is accompanied by other duties, paid according to the applicable laws and regulations. Employees are one of the supporters who drive activities within an office or company agency; therefore, employees need what is called "direction" or "work instructions" from company agencies to carry out activities in the company so that the implementation is in accordance with the plan.

One of the factors that influence the level of success of a company is performance. Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Stephen Robbins 2015:67). Employee performance is necessary, because with this performance it will be known how far the employee's ability to carry out the tasks assigned to him to achieve the work targets that have been determined. Performance can be known

and measured if employees already have criteria or benchmark success standards set by the company in achieving its goals.

Job satisfaction is a psychological atmosphere and a person's feelings that are relative in perceiving his work or the aspects contained in the work (Yanti & Dahlan, 2017). If employees feel that their work is valued by the leadership, are given flexibility in carrying out tasks, are given motivation to work, and are always given direction and guidance, then employee job satisfaction will grow thereby increasing employee organizational commitment to the company. Job satisfaction is a factor that is needed from employees by the company. Employees, who are satisfied with their jobs, will improve their performance.

Another factor that can also affect an employee's performance is organizational culture. Organizational culture is a set of corporate values that are determined and upheld by all members of the organization. These values include procedures for speaking, acting, and behaving, as well as things that are referred to in finding solutions to problems related to the organization and employees. Organizations that have a good culture embedded in their employees will become a guide for employees in carrying out their daily duties, and this will spur an increase in employee commitment to the organization where they work (Yanti & Dahlan, 2017). A positive organizational culture is a spirit that becomes an important basis in building morale for all members of the organization. Robbins & Judge (2015) stated that a strong organizational culture will have an impact on employee behavior, which directly reduces turnover rates, forms a spirit of cohesiveness and loyalty, and maximizes employee commitment to the company.

Based on the consideration of the selection of variables that affect work performance, researchers want to arrange GAP research based on each variable. Elisa and Malawat (2020) state that job satisfaction has a positive and significant effect on employee performance. Meanwhile, Patras et al. (2017) states that job satisfaction has no significant effect on employee performance. Bani (2021) states that organizational culture has a positive and significant effect on employee performance. Meanwhile, Kelvin (2016) states that organizational culture has no significant effect on employee performance. Meanwhile, Patras et al. (2017) stated that the work environment has no significant effect on employee performance.

## **RESEARCH METHOD**

In this study, the research method used is quantitative research; this research is included in casual associative research, starting from compiling specific questions, limiting questions, collecting the data needed for this research, analyzing numbers using statistics, and conducting investigations that do not side in an objective way. The location of this research is at the Regional Drinking Water Company (PDAM) in Luwu Regency. The total population in this study was all employees who worked at the Regional Drinking Water Company (PDAM) in Luwu Regency, totaling 40 employees. Then all employees will be used as respondents; in other words, this study will use the census method. Data collection uses a questionnaire method and literature with Likert scale scoring.

## **RESULTS AND DISCUSSION**

### ***Validity test***

This test was conducted to assess whether a questionnaire was valid or not. If this questionnaire is able to convey something that has been measured by the questionnaire then the data is said to be valid. If  $r_{count} > r_{table}$  then the question is said to be valid. If the measuring instrument used in measuring the data is valid then the resulting instrument is also valid. The standard of validity used in this study is that it requires a standard of validity  $> 0.361$  so that if a statement has a value of  $r_{count} > r_{table}$  then the statement item is considered valid. The validity test carried out in this study was carried out on 40 respondents.

**Table 1. Validity Test Results**

No	Variable	Items	RCount	RTable	Ket
1	Job Satisfaction (X1)	1	0.435	0.312	Valid
		2	0.542	0.312	Valid
		3	0.888	0.312	Valid
		4	0.844	0.312	Valid
		5	0.845	0.312	Valid
		6	0.626	0.312	Valid
		7	0.878	0.312	Valid
		8	0.538	0.312	Valid
		9	0.626	0.312	Valid
		10	0.849	0.312	Valid
2	Organizational Culture (X2)	1	0.341	0.312	Valid
		2	0.504	0.312	Valid
		3	0.855	0.312	Valid
		4	0.893	0.312	Valid
		5	0.812	0.312	Valid
		6	0.561	0.312	Valid
		7	0.815	0.312	Valid
		8	0.644	0.312	Valid
		9	0.571	0.312	Valid
		10	0.412	0.312	Valid
3	Employee Performance (Y)	1	0.359	0.312	Valid
		2	0.484	0.312	Valid
		3	0.893	0.312	Valid
		4	0.893	0.312	Valid
		5	0.858	0.312	Valid
		6	0.581	0.312	Valid
		7	0.814	0.312	Valid
		8	0.646	0.312	Valid
		9	0.581	0.312	Valid
		10	0.417	0.312	Valid

Source: Processed using SPSS 2023

The results of the validity test for the variables of job satisfaction and organizational culture on employee performance each contain 10 question items. It can be concluded that all statement items are declared valid because the Pearson correlation  $r$  count  $>$   $r$  table or in other words the Pearson correlation is above 0.312. The results of the validity test are attached.

### Reliability Test

The reliability test is a tool for assessing indicators of variables, namely questionnaires. A questionnaire is said to be reliable or reliable if the respondents' answers to the questions are appropriate or balanced from time to time. SPSS provides facilities for measuring reliability with the Cronbach Alpha (a) statistical test. A variable is said to be reliable if it is given a value  $> 0.6$ .

**Table 2. Reliability Test Results**

Reliability Statistics	
Cronbach's Alpha	N of Items
.923	30

Source: Outputs SPSS, 2023

Based on the results of the SPSS results, the results of testing the reliability of the variables of job satisfaction and organizational culture on employee performance, it can be concluded that of the 30 item statements on job satisfaction, organizational culture and employee performance in this study showed a cronbach,s alpha value of 0.932 which is greater than 0. 6.

Based on the provisions above, in this study the variables of job satisfaction, organizational culture and employee performance are said to be reliable.

### Test Statistics

#### Simultaneous Test (Test F)

The F test is used to test the effect of the independent variables namely job satisfaction and organizational culture jointly on the dependent variable, namely employee performance, this can be seen in the following table:

**Table 3. Results of Simultaneous Test Analysis (Test F)**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	MeanSquare	F	Sig.
1	Regression	407,650	2	203,825	223,619	.000b
	Residual	33,725	37	.911		
	Total	441,375	39			

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

Source: Outputs SPSS, 2023

The  $F_{count}$  value for the variables of job satisfaction and organizational culture simultaneously is 223.619  $>$  the  $F_{table}$  value is 3.20 and a significance of 0.000  $<$  0.05, it can be concluded that job satisfaction and organizational culture simultaneously have a significant effect on employee performance variables in PDAM Luwu Regency .

### Test Partial (t test)

Test criteria partial (t test) if  $t_{count} > t_{table}$  for degrees of freedom (df) = nk is 40-3 = 37. Based on the "t" distribution table obtained  $t_{table} = 2.026$ . In addition to  $t_{count}$ , you can use research significance  $<$  0.05.

**Table 4. Test Partial (t test) Influence Job Satisfaction and Organizational Culture towards Employee Performance**

Model	Coefficients <sup>a</sup>					
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	std. Error	Betas			
	(Constant)	.642	2,441		.263	.794
1	X1	.005	.046	.005	.112	.911
	X2	.974	.049	.959	19,815	.000

a. Dependent Variable: Y

Source: Outputs SPSS, 2023

Based on the coefficients table above, the following results are obtained:

1. The significant result of the variable Job satisfaction (X1) is 0.911 where the result is greater than the significance level of 0.05 or  $0.911 > 0.05$  and when viewed from the tcount value of 0.112 it is smaller than the ttable of 2.026 or  $0.112 < 2.026$ . So, it can be concluded that there is no influence between job satisfaction on employee performance in PDAM Luwu Regency.
2. The significant result of the Organizational Culture variable (X2) is 0.000 where the result is smaller than the significance level of 0.05 or  $0.00 < 0.05$  and when viewed from the tcount value of 19,815 it is greater than the ttable of 2,026 or  $19,815 > 2,026$ . So it can be concluded that there is an influence between organizational culture on employee performance in PDAM Luwu Regency.

#### **Test Coefficient Determination (Test-R2)**

This test is useful for measuring the ability of the independent variables in assembling the dependent variable. In simple regression it is better to use *R square* or *Adjusted R* which has been adjusted for the independent variables used in this study.

**Table 5. Coefficient of Determination (R2-Test)**

Summary models				
Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.961a	.924	.919	.95472

a. Predictors: (Constant), X2, X1

Source: SPSS Output, 2023

From the results of the analysis of job satisfaction and organizational culture on the performance of PDAM Luwu Regency employees. From the table above, it shows that the coefficient of determination (R Square) is 0.924. It can be concluded that the independent variables (job satisfaction and organizational culture) have contributed to or influenced the related variables (employee performance) by 92.4%, while the remaining 7.6% are influenced by other indicators not examined in the study.

#### **Discussion**

Based on the results of the research conducted, it was found that simultaneously (together), job satisfaction and organizational culture had a significant effect on the performance of PDAM Luwu Regency employees. This indicates that job satisfaction and organizational culture employee PDAM Luwu Regency greatly influences employee performance, which means that the hypothesis is accepted. By taking the level of job satisfaction and the organizational culture of PDAM Luwu Regency employees, it

causes customers to feel satisfied with the services provided by employees. Finally, satisfied customers are obtained from the good performance of PDAM employees.

#### *Effect of job satisfaction on employee performance*

Based on the results of multiple linear regression calculations, it is known that the magnitude of the regression coefficient for job satisfaction (X1) is 0,005. Job satisfaction in PDAM Luwu Regency generally looks good, it can be seen from the 40 respondents studied, 38 of whom have worked well, this can be seen from the questionnaire that the researchers gave to the respondents. In addition, PDAM Luwu Regency needs to pay attention to employee job satisfaction, namely by providing compensation, gifts and awards to employees who are exemplary at work. This is done so that employees are more satisfied with the results of their work, so as to improve employee performance.

#### *The influence of organizational culture on employee performance*

Based on the calculation results of multiple linear regression analysis it is known that the magnitude of the regression coefficient of organizational culture (X2) is 0,974. The organizational culture in PDAM Luwu Regency is generally good, this can be seen from the relatively punctual arrival and departure times of employees. Thus it can be concluded that a good organizational culture will have a significant impact on employee performance in PDAM Luwu Regency. Based on the calculation results of multiple linear regression analysis with partial testing it is known that the organizational culture variable (X2) obtained tcount of 19,815 is greater than t table of 2,026 with a significance level of 5% which means there is a significant influence between discipline on employee performance.

Through the F test obtained Fcount of 223,619 at a significance level of 5% and Ftable of 3.20 at a significance level of 5%. Thus, Fcount (24,162) > Ftable (3.20), means that the multiple linear regression Y for X1 and X2 is real or in other words there is an effect of job satisfaction and organizational culture on the performance of PDAM Luwu Regency employees. Based on the calculation results of multiple linear regression analysis, it can be seen that the contribution made by the variables of job satisfaction and organizational culture to employee performance at PDAM Luwu Regency simultaneously (R<sup>2</sup>) is 0,924 or 92.4%, this means that employee performance is 92.4% influenced by job satisfaction and organizational culture and the remaining 7.6% is influenced by other factors not examined or outside the research model.

## **CONCLUSION**

Based on the results of the research that has been done, it can be concluded that job satisfaction has no effect on employee performance at the PDAM Luwu Regency office. Organizational culture has a positive and significant effect on employee performance at the Luwu Regency PDAM office. There is a need to foster a harmonious relationship between superiors and staff. This is necessary for employee performance. PDAM of Luwu Regency can improve in carrying out the task. It is necessary to increase the confidence of all employees in carrying out their duties and obligations. So that employee performance is maximized. It is necessary to foster a cooperative relationship between employees in carrying out their duties so that there is no jealousy and individual feeling. Thus, the task given can be done happily. For PDAM of Luwu Regency in terms of organizational culture so that it can be further improved by giving sanctions to employees who violate existing discipline so that they can further improve the performance of existing employees.

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