

## The Influence of Organizational Culture, Job Satisfaction, and Work Motivation on Employee Performance at the PMK, PP & PA Office of Sibolga City

Yunita Hanif <sup>1</sup>

*Dinas Pemberdayaan Masyarakat Kelurahan, Pemberdayaan Perempuan dan  
Perlindungan Anak, Medan.*

\* e-mail corresponding author : [yunita.hanif1@gmail.com](mailto:yunita.hanif1@gmail.com)

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**Abstract** : The Dinas PMK (Kelurahan Community Empowerment), PP (Women's Empowerment), and PA (Child Protection) is the implementing element of government affairs which fall under regional authority. This institution is led by a Head of Service who is under and responsible to the Mayor through the Regional Secretary. The PMK, PP, and PA office have the task of assisting the Mayor to carry out government affairs which fall under regional authority and the task of assisting in the empowerment of village communities, empowering women and protecting and fulfilling children's rights. This research is a quantitative research with a descriptive approach. The method used in this study is multiple linear regression analysis with a sample of 41 respondents. The purpose of this study was to analyze the influence of organizational culture, job satisfaction and work motivation directly on employee performance at the PMK, PP & PA Office of Sibolga City. And also, to determine the effect of organizational culture, job satisfaction and work motivation indirectly on the performance of employees in the PMK, PP & PA Office of Sibolga City. The results showed that organizational culture, job satisfaction, and work motivation partially and simultaneously had a positive and significant effect on the performance of the employees of the PMK, PP & PA Office of Sibolga City. It is suggested that the leadership of the PMK, PP & PA Office of Sibolga City pay more attention to indicators of organizational culture, job satisfaction, and work motivation; and systems that have been running well so far to be maintained, evaluated and improved in order to improve employee performance.

**Keywords:** Organizational culture, job satisfaction, work motivation, and employee performance

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### Introduction

A government agency is an organization consisting of a collection of personalities who cooperate with each other and carry out various activities according to what has been planned in order to achieve the goals and results of what

has been planned. In its implementation, in order to support the completion of these activities, it is necessary to involve resources both in the form of human resources and non-human resources.

Organizational culture is closely related to workplace behavior and employee performance. This

assumption is formed from realistic implementation that can be directly imitated and shared belief values within the organization as the main strength of a strong organizational culture. With an organizational culture, it will make it easier to direct and focus more on the goals that have been set. Changing in broad individual behavior is one of the factors that can influence organizational culture and adopted values. An organizational culture that is well socialized to employees will make it easier for employees to complete their work.

In order to make it easier for employees to want to work and complete their duties properly, motivation is needed. That way it will be easier to distinguish employees who have potential and those who don't. This difference is caused by differences in motivation, goals and needs of each employee to work, on the other hand because of differences in time and place.

Job satisfaction is a pleasant or unpleasant emotional state in which employees view their work. Job satisfaction reflects a person's feelings about his job. This can be seen from the positive attitude of employees towards work and everything faced in the work environment. Management must always monitor work decisions and other important issues. Someone will feel satisfied with work in general because it is successful and get a fair assessment from the leader. Employees will crave appreciation for the results of their work and expect fair rewards. Performance appraisal needs to be done as objectively as possible because it will motivate employees to do their job. In addition, performance

appraisal can provide information to employees for salary, promotion, and employee behavior.

The Office of Urban Village Community Empowerment, Women's Empowerment and Child Protection of Sibolga City (Dinas PMK, PP & PA of Sibolga City) has the task of assisting the Mayor to carry out government affairs which become regional authority and task of assistance in the field of urban village community empowerment, women's empowerment and protection and fulfillment of children's rights.

The performance in the Office of PMK, PP & PA in the City of Sibolga shows that there are still jobs that have not reached the set targets, such as: the target set is not on time and has not exceeded the set target. The problem of employee performance motivation which is influenced by organizational culture and job satisfaction is important to conduct a study on the factors of each variable. By analyzing how organizational culture and employee job satisfaction can increase employee motivation and employee performance.

Work motivation in the Office of PMK, PP & PA in Sibolga City has not been implemented properly because in decision making, deliberations between employees and superiors are rarely carried out, the relationship between colleagues is not going well. Motivation that will be given by the Office of PMK, PP & PA of Sibolga City should know in advance what the real desires of all employees are, so that there is true alignment of motives between the Office of PMK, PP & PA of Sibolga City and its employees. Especially about how to work

together to bring the Office of PMK, PP & PA of Sibolga City to its maximum performance. So that both parties can work effectively, optimally and integrate all their potentials for improving the future performance of the Office of PMK, PP & PA of Sibolga City.

Based on the results of Rido's research (2018) regarding the Effect of Work Motivation on Employee Performance in an Islamic Economic Perspective, it shows that work motivation has a significant effect on the performance of employees at the Social Workforce and Transmigration Office of the West Coast District. Based on the research results of Riski, Agustina and Afriyadi (2018) regarding the Effect of Job Satisfaction on Employee Performance (Case Study of Non-Medical Employees of Siti Khadijah Hospital, Palembang); It is concluded that there is a strong and significant influence between job satisfaction and employee performance at the Siti Khadijah Islamic Hospital in Palembang, South Sumatra.

Based on the research results of Jamaluddin, Rudi, Harisman and Haedar (2017) regarding the Effect of Organizational Culture on Employee Performance at the Education Office of South Sulawesi Province, it shows that there is a significant influence of

## **LITERATURE REVIEW**

### **Employee Performance**

Performance is the result or level of success of a person as a whole during a certain period in carrying out a task compared to the standard of work results, targets or criteria that have been determined in advance and have been mutually

organizational culture on employee performance. This means that the hypothesis proposed that it is suspected that there is an influence of organizational culture on employee performance is accepted with a strong level of influence.

Based on the above background, the authors are interested in conducting research with the title "The Influence of Organizational Culture, Job Satisfaction, and Work Motivation on Employee Performance at the Office of PMK, PP and PA Of Sibolga City". This needs to be done because we want to know the influence of organizational culture, work motivation, and job satisfaction on employee performance. The objectives of this study are as follows: 1) To determine the effect of organizational culture on employee performance in the Office of PMK, PP & PA Of Sibolga City, 2) To determine the effect of job satisfaction on employee performance in the Office of PMK, PP & PA Of Sibolga City, 3 ) To determine the effect of work motivation on employee performance in the Office of PMK, PP & PA Of Sibolga City, and 4) To determine the influence of organizational culture, job satisfaction and work motivation together on employee performance in the Office of PMK, PP & PA Of Sibolga City.

agreed upon (Putro, 2017). Performance does not stand alone but is related to job satisfaction and compensation, so in other words performance is determined by ability, desire and environment.

An employee will have a high level of performance if there is a match between work and abilities. If

this can be fulfilled, there will be a feeling of responsibility for their work and a willingness to participate in achieving organizational goals through the maximum implementation of tasks. Therefore, organizations need to pay attention to the management of human resources (employees) to produce high performance in order to improve overall organizational performance. To measure performance, six indicators developed by Yani (2017) are used, namely:

- a. *Quality*, is the extent to which the process or results of the implementation of the work approach perfection or approach the expected goals
- b. *Quantity*, is the amount produced
- c. *Timelines*, is the length of time an activity is completed at the time available for other activities
- d. *Cost Effectiveness*, is the amount of use of organizational resources in order to achieve maximum results or reduce losses in each unit of resource use
- e. *Need for Supervision*, is the employee's ability to carry out job functions without requiring the supervision of a supervisor to prevent unwanted actions
- f. *Interpersonal Impact*, is the ability of an employee to maintain self-respect, good name, and the ability to work together among colleagues.

### **Work motivation**

Motivation must be done by the leader dividing the work of his subordinates, because the leader divides the work to his subordinates to do it well, there are subordinates

who are able to do their work, but those concerned are lazy to do it. To maintain or increase the enthusiasm for work of subordinates and complete their duties to give work awards to their subordinates. Motivation is a desire in a person that causes that person to take action according to Mathis and Jackson (2015).

According to Ningrum (2014) motivation is caused by two factors, namely factors from within humans and factors from outside humans. Factors in humans (internal motivation) in the form of attitudes, education, personality, experience, knowledge, and ideals. Meanwhile, external factors (external motivation) are in the form of superior leadership style, someone's encouragement or guidance, and situation development (Ningrum, 2014). While the motivational factors according to Siagian (2016) include:

- a. Different needs at each level make it difficult for managers to provide motivation, this is because needs are always changing and different between employees.
- b. Feeling and emotions, namely feelings and emotions. A manager does not understand the attitude and behavior of his employees.
- c. Aspects contained in the employee's own personality, such as personality, attitudes, experiences, culture, interests, hopes, desires, and the environment that influence the employee's personality.
- d. Satisfying needs that are not balanced between responsibility and authority.

McClelland, an American psychologist from Harvard

University, in his theory of motivation argues that a person's productivity is largely determined by the mental virus in him. Mental viruses are mental conditions that encourage a person to be able to achieve their maximum achievements. The mental virus in question consists of three urges according to Syahrial and Chalidyanto (2014), namely:

- a. The need for achievement, is the need to achieve success, which is measured by the standard of opportunity in a person.
- b. The need for affiliation, is the need for warmth and support in relation to other people. This need directs behavior to make intimate relationships with other people.
- c. The need for strength, is the need to control and influence other people's situations in order to become dominant and controlling. This need causes the person concerned to care less about the feelings of others.

### **Organizational culture**

Organizational culture is comprehensively defined as a pattern and basic assumptions found, or developed by a certain group to learn to solve group problems from external and internal adaptations that have worked well, relevant enough to be considered as something that has perceptions, thinks and feels. . In relation to these problems, Schein (2014) states that organizational culture is a shared meaning system adopted by members that distinguishes the organization from other organizations.

According to Robbins (2015), the dimensions used to differentiate organizational culture are seven primary characteristics that

collectively capture the essence of organizational culture, namely: a) innovation and risk taking, b) attention to detail, c) results orientation, d) people orientation, e) team orientation, f) aggressiveness, and g) stability.

There are six indicators used to calculate the effectiveness of organizational culture according to Tampubolon (2015), including: a) innovative considering risks, b) paying attention to problems in detail, c) oriented to the results achieved, d) oriented to all employee interests, e) aggressive in work, f) maintain and maintain work stability. Furthermore, there are five indicators used to measure the organizational culture developed by Mokodompit (2016), namely: a) business environment, b) organizational values, c) heroes, d) rituals, and e) communication networks.

### **Job Satisfaction**

By definition, job satisfaction is a positive attitude of employees towards their work, which arises based on an assessment of the work situation (Taurisa, 2012). A pleasant work situation can be formed if the nature and types of work that must be done are in accordance with the needs and values possessed by employees. Thus, a satisfied employee prefers his work situation to a dissatisfied employee, who doesn't like his work situation.

Job satisfaction depends on the suitability or balance between what is expected and reality. Several factors can affect job satisfaction of an employee, including: a) fair and appropriate remuneration, b) placement in accordance with expertise, c) lightness of work, d) atmosphere and work environment, e) supporting equipment, f) the

attitude of the leader in his leadership and g) the nature of the job is monotonous or not (Hasibuan, 2017).

There are five indicators that can be used in measuring the level of job satisfaction of employees in an organization (Artadi, 2015), namely:

- a. Payment of salaries or wages, in this case employees want a wage system and promotion policies that are fair, not questionable and in line with expectations
- b. The job itself, employees tend to prefer jobs that provide opportunities to use abilities and skills, freedom and feedback
- c. Colleagues, social interactions with fun co-workers can increase job satisfaction
- d. Promotion, with promotion allows organizations to utilize the abilities and skills of employees as much as possible
- e. Supervisor (supervision), supervision has an important role in an organization because it relates to employees directly and influences employees in doing their work

## 1. RESEARCH METHOD

This type of research used in this research is quantitative research

with a descriptive approach. The quantitative research method is one type of research whose specifications are systematic, well-planned and clearly structured from the start to the making of the research design. This research was conducted at the Department of PMK, PP & PA of Sibolga City. The population in this study were all employees of the Dinas PMK, PP & PA of Sibolga City, totaling 41 people. According to Arikunto (2006: 108), the population is the entire research subject, if the number is below 100, then all subjects must be used as research samples or called saturated samples or the same sample as the population.

The type of data used in this study is included in the primary data type. In this study, the primary data collected were obtained through a survey the results of a questionnaire distributed to all employees in the Office of PMK, PP & PA Of Sibolga City.

Operationalization of variables is a detailed research effort including variable names, variable concepts, dimensions, indicators, measures, etc. which are directed to obtain the value of the research variables. Further explanation of the operational definition of this research variable is presented in the following table:

Table 1. Research Variables and Operational Definitions

Research Variables	Operational Definitions	Dimension	Indicator
			Neatness
			Work ability
			Cleanliness
			Office facilities

	according to certain criteria that apply to a work (Robbins 2015)	Quantity	Speed		
			The goal of getting the job done		
			Job satisfaction		
			Work result		
			Facilities and infrastructure		
			Collaboration		
			Always be professional at work		
			Work objectively		
			There is no real distance between employees		
			There is no real distance between employees and leaders		
			Mutual openness between fellow colleagues		
			Mutual openness provides comfort		
			Organized and does not overlap in work		
			Follow the applicable SOP		
			Mutual trust with fellow work teams		
			There is trust from the leadership		
			Prioritizing integrity and honesty in work		
			Put forward following the applicable rules		
					Salary suitability level
					Bonus award rate
	Job suitability				
	Job freedom				
	Variation of work				
	Assistance provided				
	Cooperation that exists				
	Level of confidence				
	Superior involvement				
	Big chance				
	Promotion process				
		Completeness			
		Convenience			
			Love a challenge		
			Responsible		

(X3)	values that influence individuals to achieve specific things in accordance with individual goals comes from within him not at the instigation of the parties another McClelland in (Rivai 2011: 837)		Work performance
			Search for positions in groups
			Seeking opportunities to expand power appreciation
			Friendship needs
			Have a good cooperation

Hypothesis testing is intended as a way to determine whether a hypothesis should be accepted or rejected.

1. **F Test (Simultaneous)** basically shows whether all the independent variables or independent variables included in the model have a joint influence on the dependent variable or the dependent variable. In this study, the researcher proposed a hypothesis with a real level  $\alpha = 0.05$  (Ghozali, 2012: 98)
2. **T test (partial)** is used to test how far the influence of the independent variables used in this study individually in explaining the dependent variable partially.

## RESULT AND DISCUSSION

### Research Result

#### Simultaneous Test Results (F Test)

The simultaneous effect test is used to determine whether the independent variables jointly or simultaneously affect the dependent variable. For more details, see Table 2.

- a. Predictors: (Constant), Work Motivation, Job Satisfaction, Organizational Culture
- b. Dependent Variable: Employee Performance

Table 2. Simultaneous Test Results (F Test)

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	174.704	3	58.235	28.635	.000 <sup>a</sup>

Simultaneous statistical test shows the probability level of 0.000, it can be concluded,  $P = 0.000 < \alpha = 0.05$ , which means that  $H_a$  is accepted. This means that the independent variables Organizational Culture, Job Satisfaction and Work Motivation are simultaneously significant in influencing Employee Performance.

#### Partial Test Results (t-test)

To test the partial regression coefficient individually from each independent variable can be seen in Table 3.



Table 3. Partial Test Results (t-test)

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	-6.487	6.895		-.941	.353
Organizational culture	.330	.153	.227	2.157	.038
Job satisfaction	.225	.106	.249	2.126	.040
Work motivation	.768	.194	.518	3.957	.000

a. Dependent Variable: Employee Performance

In Table 3, the t statistical test is obtained, as follows:

- 1) Variable Organizational Culture (X1) with a probability level of 0.038. Thus, it can be concluded that  $P = 0.038 < \alpha = 0.05$ , so accept the hypothesis  $H_a$  which states that the organizational culture variable has a positive and significant effect on the employee performance of the Office of PMK, PP & PA in Sibolga City.
- 2) Job Satisfaction Variable (X2) with a probability level of 0.040. Thus, it can be concluded that  $P = 0.040 < \alpha = 0.05$ , then accept the hypothesis  $H_a$  which states that the Job Satisfaction variable has a positive and significant effect on the Employee Performance of the Office of PMK, PP & PA of Sibolga City.
- 3) Work Motivation Variable (X3) with a probability level of 0.000. Thus, it can be concluded that  $P = 0.000 < \alpha = 0.05$ , so accept the hypothesis  $H_a$  which states that the work motivation variable has a positive and significant effect on the Employee Performance of the Office of PMK, PP & PA in Sibolga City.

## Discussion

### 1. The Influence of Organizational Culture on Employee Performance of the Office of PMK, PP & PA in Sibolga City

Organizational culture variables have a positive and significant effect on the performance of the employees of the Dinas PMK, PP & PA of Sibolga City. The organizational culture variable has a regression coefficient value of 0.330 which has a unidirectional effect, which means that each addition or increase in the value of one-unit score of the organizational culture variable will add to the performance value of the employees of the Office of PMK, PP & PA of Sibolga City by 0.330 per one-unit score.

Based on the results of testing the first hypothesis, it is known that organizational culture has a significant influence on the performance of the employees of the Office of PMK, PP & PA of Sibolga City. The better the management in carrying out the function of human resources, of course, will be able to improve the performance of the employees of the Office of PMK, PP & PA in Sibolga City in carrying out their daily duties.

The findings of this study prove that organizational culture is

an effort made by the leadership element in an organization in influencing and directing subordinates to achieve organizational goals effectively and efficiently. The better the organizational culture in an organization, of course, will be able to improve the performance of the employees of the Sibolga City PMK, PP & PA Office in carrying out their duties. The results of this study are in line with Harwiki's (2016) research; Shahzad, et al (2013); Awadh and Saad (2013); Taurisa and Ratnawati (2012); and Khan, et al (2011) who prove that organizational culture has a positive and significant effect on employee performance.

The relationship between organizational culture and the performance of employees or organizational members can be reflected in the behavior of the organization. When employees imitate behavior that is in accordance with their organizational culture, there will be satisfaction and even direct or indirect rewards. Organizational culture becomes a code of conduct for its members which is unconsciously applied in carrying out their activities.

Research by Wahyuni, et al., (2016) shows that organizational culture affects the performance of local government officials. The results of this study mean that the existence of a strong organizational culture will encourage employees to be able to think, behave and behave in accordance with the values that exist in the organization such as professionalism, trust in colleagues, and other work relationships can be maintained properly. Cultural suitability that is formed in each individual in an organization will

encourage them to further improve their performance for the better.

The importance of organizational culture in relation to employee performance is strengthened by the statement of Robbins (2004) that in reality, one of the studies of organizational culture suggests that employees in companies with strong cultures are more committed to their company than employees in companies with weak cultures. Companies with a strong culture will also use their recruiting efforts and outreach practices to build employee commitment, and there is increasing evidence that a strong culture is associated with high organizational performance.

## **2. The Effect of Job Satisfaction on Employee Performance at the Office of PMK, PP & PA in Sibolga City**

Organizational culture variables have a positive and significant effect on the performance of the employees of the Dinas PMK, PP & PA Of Sibolga City. The organizational culture variable has a regression coefficient value of 0.330 which has a positive effect, which means that each addition or increase in the value of one-unit score of the organizational culture variable will add to the performance value of the employees of the Office of PMK, PP & PA in Sibolga City by 0.330.

Based on the results of the second hypothesis testing, it is known that job satisfaction has a significant effect on the performance of the employees of the Office of PMK, PP & PA in Sibolga City. The better the management in carrying out the human resource function, of course, it will be able to improve the

performance of the employees of the Sibolga City PMK, PP & PA Office in carrying out their daily duties.

The findings of this study prove that job satisfaction is an effort made by elements of leadership in an organization in influencing and directing subordinates to achieve organizational goals effectively and efficiently. The better the job satisfaction of employees in an organization, of course, will be able to improve the performance of employees of the Office of PMK, PP & PA in Sibolga City in carrying out their duties. Employees who are satisfied with their work and consider their work to be fun will tend to have good performance. The results of this study are supported by research by Rosita and Yuniati (2016); Febriyana (2015); and Ali, et al., (2013) which show that job satisfaction has a significant and positive effect on employee performance. This relationship means that the more satisfied employees are with the company, the work performance and work results shown will be better or vice versa. If someone feels satisfaction in his work, his morale will increase. This encouragement can make it easier to achieve the goals set by the company.

Job satisfaction is an emotional attitude or a pleasant feeling and loves his job. This attitude is reflected by work morale, discipline, and work performance. Job satisfaction is enjoyed at work, outside work, and a combination of inside and outside work (Hasibuan, 2017). Employee performance is said to be good, if the job satisfaction felt by employees is also getting better. In other words, good employee performance can be influenced by

job satisfaction in employees. Thus, job satisfaction in a company is needed to boost employee performance. Job satisfaction can be obtained in the form of basic salary, compensation, opportunities for salary increases, opportunities for promotion, awards, trips abroad, work relationships.

The results of Wijaya's (2018) study show that job satisfaction has a significant effect on employee performance. Job satisfaction is a fun emotional attitude and loves his job. Job satisfaction at work is the satisfaction enjoyed at work due to obtaining work results, placement, treatment, equipment and a good work environment. Satisfaction outside of work is job satisfaction of an employee who is enjoyed outside of work with the amount of remuneration he will receive from his work, so that he can buy his needs. Job satisfaction will be achieved when employee needs are met through work. Where job satisfaction is a happy emotional state or positive emotion that comes from a job appraisal or someone's experience. With high job satisfaction will improve employee performance towards the organization they work for.

Job satisfaction is formed by indicators, namely the attitudes of superiors, coworker relationships, compensation systems, career systems, and work environment. This indicates that the higher the employee's job satisfaction, the employees will show their best performance. If the company always implements the career system and its compensation properly, there is a good relationship between coworkers, the attitude of the boss who is always motivating, and a

conducive physical work environment will result in employees feeling safe and comfortable working. The impact is, employees will work their best and always try to provide the best service to customers. This shows that the employee's performance is high (Indrawati 2013).

### **3. The Influence of Work Motivation on Employee Performance at the Office of PMK, PP & PA of Sibolga City**

Work motivation variable has a positive and significant effect on the performance of the employees of the Dinas PMK, PP & PA of Sibolga City. The work motivation variable has a regression coefficient value of 0.768 which has a unidirectional effect, which means that each addition or increase in the value of one-unit score of the work motivation variable will add to the performance value of the employees of the Office of PMK, PP & PA of Sibolga City by 0.768 per one-unit score.

Based on the results of testing the third hypothesis, it is known that work motivation has a significant effect on the performance of the employees of the Office of PMK, PP & PA of Sibolga City. The better the management in carrying out the function of human resources, of course, will be able to improve the performance of the employees of the Sibolga City PMK, PP & PA Office in carrying out their daily duties.

The better the work motivation of employees, of course, will improve employee performance in carrying out their daily duties. That is, the level of employee performance in carrying out tasks will be determined by the good and

bad work motivation felt by employees in carrying out tasks. The findings of this study prove that employee work motivation affects the level of employee performance in carrying out tasks. Employee work motivation is a factor that affects performance. The better the work motivation of employees, of course, will be able to improve the performance of the employees of the Sibolga City PMK, PP & PA Office in carrying out their duties.

The findings of this study are supported by research conducted by Alam (2016); Darmanto and Harahap (2015); Susanty and Baskoro, (2012); Selviati (2012); and Riyadi (2011) which states that work motivation has a positive and significant effect on employee performance.

### **CONCLUSION AND SUGGESTION**

The conclusions of this study are:

1. Organizational culture has a positive and significant effect on the performance of the employees of the Dinas PMK, PP & PA of Sibolga City.
2. Job satisfaction has a positive and significant effect on the performance of the employees of the Dinas PMK, PP & PA of Sibolga City.
3. Work motivation has a positive and significant effect on the performance of the employees of the Office of PMK, PP & PA of Sibolga City.
4. Organizational culture, job satisfaction, and work motivation together have a positive and significant effect on the performance of the employees of the Office of PMK, PP & PA of Sibolga City.

After analyzing and producing several conclusions on the research that has been carried out at the Office of PMK, PP & PA of Sibolga City, there are things that the authors can suggest that might become input and attention for the Office of PMK, PP & PA of Sibolga City, including:

1. Based on the conclusions that can be seen that the factors of organizational culture, job satisfaction, and work motivation affect employee performance. Therefore, it is suggested that the leadership at the Office of PMK, PP & PA of Sibolga City pay more attention to indicators of organizational culture, job satisfaction, and work motivation.
2. The system that has been going well so far should be maintained, evaluated and improved in order to improve employee performance
3. For future researchers who will conduct research on organizational culture, job satisfaction, and work motivation, it is recommended to conduct research using other independent variables, such as achievement motivation and intensive so that performance can increase and get better too.

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E-ISSN : 2721-298X

DOI: <https://doi.org/10.33830/tjeb.v1i2>

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