

THE INFLUENCE OF ORGANIZATIONAL CULTURE, JOB SATISFACTION AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR ON THE PERFORMANCE OF EMPLOYEES OF EMPLOYEES AND HUMAN RESOURCES DEVELOPMENT OF MENTAWAI ISLANDS

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ABSTRACT: This study aims to see the effect Organizational culture, job satisfaction and organizational Citizenship Behavior of employees on employee performance staffing and human resources development agencies (BKPSDM) Mentawai Islands Regency, Mentawai Islands Regency. The entire population in this study There are 65 employees in BKPSDM Mentawai Islands Regency. This sampling technique uses total sampling technique (whole sample). The results of this study indicate that (1) Organizational Culture has a positive influence on Employee Performance at BKPSDM Mentawai Islands Regency. (2) Job Satisfaction has a positive influence on Employee Performance in BKPSDM Mentawai Islands Regency. (3) Organizational Citizenship Behavior has a positive influence on Employee Performance in BKPSDM Mentawai Islands Regency. (4) Organizational Culture, Job Satisfaction and Organizational Citizenship Behavior together have a positive effect on Employee Performance in BKPSDM Mentawai Islands Regency.

Keywords: Performance, Organizational Culture, Job Satisfaction, Organizational Citizenship Behavior

I. PRELIMINARY

Performance basically focuses on problems in the planning, implementation process, and also the results obtained after carrying out the work. In government agencies, performance is usually referred to as an answer to the success or failure of the initial objectives of the work programs and policies that have been set. The matter of performance is very important, because performance is one of the most important benchmarks of organizational quality. Improving the performance of government officials is one of the development strategies for a country in carrying out its state processes. Performance (work performance) is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him (Mangkunegara, 2012: 18). An employee is said to have a good performance if the employee is able to produce results that are the same or exceed the standards or criteria that have been set together in the organization. Conversely, employees are said to have no performance if the work results are less than the standards or criteria that have been set together.

Successful and effective organizations are organizations with individuals who have good performance (Sudarmanto, 2011: 6). So, if employees in the organization have good performance, the effectiveness or success of the organization will be achieved. Employee performance will be high if the job satisfaction felt by employees is also high. Employee satisfaction can also come from a comfortable work environment and can motivate employees to improve their performance.

The Personnel and Human Resources Development Agency (BKPSDM) of the Mentawai Islands Regency has a position as an agency which is a supporting element of the regional government led by a Head of the Agency and is under and responsible to the Regional Head (Bupati) through the Regional Secretary, has a role according to characteristics, namely more on the administrative nature of the formulation of policies, guidance / guidance for coordination of personnel affairs and development of human resources for the apparatus. BKPSDM's performance is evaluated by the Regent at the end of each year.

Table 1 Performance Indicators of BKPSDM Mentawai Islands Regency

No.	Performance Indicators	Realization (%)		
		2017	2018	2019
1	Percentage of Employee Performance Target (SKP) value above 75	87	84	82
2	Number of employees subject to disciplinary action	12	14	15
3	The level of availability of personnel administration services	92	94	90
4	The level of availability of employee retirement services	80	78	77
5	Service level of Leadership Structural Training	76	78	75
6	Percentage of local government functional officials who have attended functional training	45	42	41
7	The level of service for the provision of Technical and Functional Training and Education and its supporting facilities	48	50	47

Source: BKPSDM's Lakip 2017-2019

From Table 1.1, it can be seen that the performance indicators of BKPSDM of Mentawai Islands Regency from 2017-2019. In the table, it can be seen that almost every BKPSDM performance indicator has decreased from 2017-2019. In the first indicator, the percentage of the Employee Performance Target (SKP) value above 75 2017 reached 87% then decreased in 2019 to 82%. Likewise with the last indicator The level of service for the implementation of Technical and Functional Training and its supporting facilities in 2017 reached 48% then fell to 47%. This situation has shown a problem with the performance of BKPSDM employees in the Mentawai Islands Regency.

Decrease in employee performance BKPSDM Mentawai Islands Regency presumably influenced by several factors. The factors that are thought to affect this performance, such as organizational culture, job satisfaction, and organizational citizenship behavior. Thus, an agency or organization should be able to control the important factors that affect performance in organizations and companies in order to maintain the level of performance of the organization and company.

II. RESEARCH METHODS

The population in this study is all There are 65 employees in BKPSDM Mentawai Islands Regency. The sampling technique used was total sampling technique (whole sample), *total sampling* is a sampling technique where the number of samples is the same as the population (Sugiyono, 2007).

Hypothesis testing in this study uses multiple regression analysis. Multiple regression analysis aims to determine the causal relationship between the influencing variables and the affected variables. With the multiple regression equation model as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e \dots\dots\dots (1)$$

Where:

Y	= Performance
a	= Intercept constant
X1	= Organizational Culture
X2	= Job Satisfaction
X3	= OCB
b1, b2, b3	= Regression Coefficient
e	= Error Term

III. RESEARCH RESULT

Classic assumption test

Normality test

The author used this normality test to test the normality of the regression model. Tests were carried out using the Kolmogorov-Smirnov test method for each variable. The regression model is normally distributed if the Kolmogorov-Smirnov sign value for each variable is greater than $\alpha = 0.05$. The results of the normality test can be seen in table 2 below:

Table 2 Normality Test Results

One-Sample Kolmogorov-Smirnov Test					
		Performance	Organizational culture	Job satisfaction	OCB
N		65	65	65	65
Normal Parameters a	Mean	52.2615	63.2615	33.8769	42,5385
	Std. Deviation	3.70927	3.22721	3.21378	2.97425
Most Extreme Differences	Absolute	.095	.098	.161	.192
	Positive	.095	.064	.101	.081
	Negative	-.074	-.098	-.161	-.192
Kolmogorov-Smirnov Z		.763	.792	1,301	1,551
Asymp. Sig. (2-tailed)		.605	.558	.068	.086
a. Test distribution is Normal.					

Source: SPSS output results, 2020.

From Table 2 above which is a normality test, it can be seen that in the regression model, confounding or residual variables have a normal distribution. This can be seen from the results of the sig value of the Performance variable (Y) is $0.605 > 0.05$ The Organizational Culture Variable (X1) is $0.558 > 0.05$; Job Satisfaction variable (X2) is $0.068 > 0.05$; Organizational Citizenship Behavior (X3) variable is $0.086 > 0.05$. So it can be concluded that the variables of Performance, Organizational Culture, Job Satisfaction, and Organizational Citizenship Behavior of Employees in the Personnel and Human Resources Development Agency of the Mentawai Islands Regency have a normal distribution.

Multicollinearity Test

Multicollinearity test aims to test whether the regression model found a correlation between the independent variables (independent). A good regression model should not have a correlation between the independent variables. If the independent variables are correlated, these variables are not orthogonal. Orthogonal variables are independent variables whose correlation value between independent variables = 0 (Ghozali, 2011). Multicollinearity can be seen from the tolerance and Variance Inflation Factor (VIF), which can be seen in table 3 below:

Table 3 Multicollinearity Test Results

CoePerformance clientsa			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Organizational culture	.957	1,045
	Job satisfaction	.972	1,029
	Organizational Citizenship Behavior	.970	1,031
a. Dependent Variable: Performance			

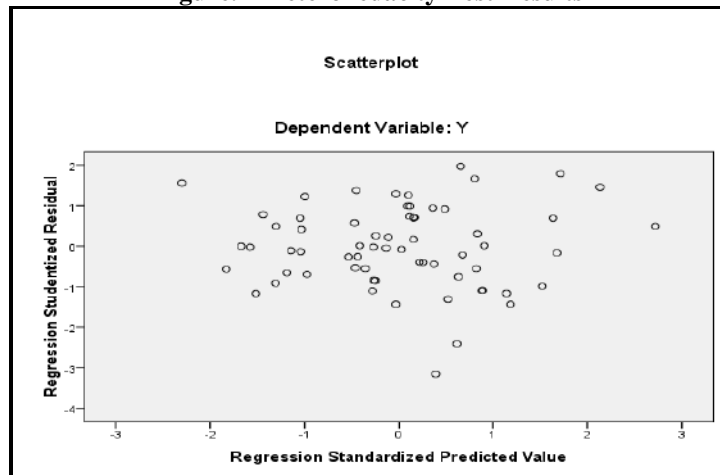
Source: SPSS output results, 2020

Based on the multicollinearity test in the table above, it can be seen that there is no relationship between independent variables because the VIF value of all independent variables is < 10 .

Heteroscedasticity Test

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

Figure. 1 Heterokedacity Test Results



In Figure 1 above, it can be seen that there is no clear pattern and the dots spread above and below the number 0 on the Y axis. This shows that the data in this study did not occur heteroscedasticity.

Research Hypothesis Test

Multiple Linear Regression Analysis

In testing the research hypothesis, multiple linear regression tests were used, which aims to determine how much influence several independent variables have on the dependent variable. Multiple regression analysis was performed by comparing t count with t table and sig value with $\alpha = 0.05$. In detail, the results of multiple regression testing can be seen in Table 4.

Table 4 Multiple Regression Equation

CoePerformance clientsa						
Model		Unstandardized Coe Performance clients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	46,282	11,017		4,201	.000
	Organizational culture	.286	.097	.293	2,928	.004
	Job satisfaction	.373	.118	.296	3,175	.002
	Organizational Citizenship Behavior	.318	.094	.315	3,367	.001
a. Dependent Variable: Performance						

Source: SPSS Output Results (2020)

Based on Table 4 above, the estimation model can be analyzed as follows:

$$Y = 46,282 + 0.286 (X1) + 0.373 (X2) + 0.318 (X3)$$

Based on the above equation, it can be explained that:

- a. From the above equation it can be seen that there is a constant value of 46,282 which means that if the Organizational Culture, Job Satisfaction and Organizational Citizenship Behavior is zero, then the value of the Performance variable is at 46,282. This means that the variables of Organizational Culture, Job Satisfaction and Organizational Citizenship Behavior 1 contribute to improving Employee Performance in the Personnel and Human Resources Development Agency of the Mentawai Islands Regency.
- b. The regression coefficient value for Organizational Culture is positive 0.286. This means that if the work organizational culture increases by one unit, it will result in an increase in performance of 0.286 units.

- c. The regression coefficient value of Job Satisfaction is positive, namely 0.373. This means that if Job Satisfaction increases by one unit, it will result in an increase in employee performance by 0.373 units.
- d. The regression coefficient value of Organizational Citizenship Behavior is positive, namely 0.318. This means that if the Organizational Citizenship Behavior increases by one unit it will result in an increase in employee performance by 0.318 units.

Regression Coefficient Test (t test)

Hypothesis Testing 1

The first hypothesis is proposed that organizational culture partially has a positive effect on employee performance. Based on the analysis of the t test, it is known that the significance level of the Organizational Culture variable is 0,004 < from the significance value (0.05). Thus Ho was rejected and Ha accepted. So that the alternative hypothesis proposed in this study is accepted, which means that there is a significant influence between Organizational Culture on Employee Performance in the Personnel Agency and Human Resources Development in Mentawai Islands Regency.

Hypothesis Testing 2

The second hypothesis is proposed, that job satisfaction 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 Job Satisfaction variable is 0,002 < from the significance value (0.05). Thus Ho was rejected and Ha accepted. So that the alternative hypothesis proposed in this study is accepted, which means that there is a significant influence between Job Satisfaction on Employee Performance in Personnel and Human Resources Development Bodies of Mentawai Islands Regency.

Hypothesis Testing 3

The third hypothesis is proposed, that the Organizational Citizenship Behavior partially has a positive effect on performance. Based on the analysis of the t test, it is known that the significance level of the Organizational Citizenship Behavior variable is 0,001 < dai significance value (0.05). Thus Ho was rejected and Ha accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant influence between the Organizational Citizenship Behavior on Employee Performance in the Personnel and Human Resources Development Agency of the Mentawai Islands Regency.

Hypothesis Testing 4

The fourth hypothesis proposed, that Organizational Culture, Job Satisfaction, and Organizational Citizenship Behavior together have a positive effect on employee performance. Based on the analysis result of the F test, it is known that the significance level of the variables of Organizational Culture, Job Satisfaction, and Organizational Citizenship Behavior is 0.000 < 0.05. Thus Ho was rejected and Ha accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant influence jointly between Organizational Culture, Job Satisfaction, and Organizational Citizenship Behavior on Employee Performance in Personnel and Human Resources Development Bodies of Mentawai Islands Regency. As can be seen in table 5 below:

Table 5F Test Results

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	779,341	3	259,780	58,199	.000a
	Residual	406,196	61	4,464		
	Total	1185,537	64			
a. Predictors: (Constant), X3, X2, X1						
b. Dependent Variable: Y						

Source: SPSS Output Results (2020)

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 the independent variables, where the R square value is used for research with 2 variables and the Adjusted R Square value is used for research with more than 3 variables. The coefficient of determination in this study is taken from the Adjusted R Square value which can be seen in table 7. Based on the results of the Adjusted R square analysis is 0,646 This means that 64.6% of employee performance is influenced by the

independent variable Organizational Culture, Job Satisfaction and Organizational Citizenship Behavior. While the remaining 45.3% is influenced by other variables outside the model.

Table 7 Test results *R Square*

Model Summary b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.811a	.657	.646	2,113
a. Predictors: (Constant), X3, X2, X1				
b. Dependent Variable: Y				

Source: Results of SPSS data processing (2020)

IV. CONCLUSION

Based on the results of testing and discussion of the hypotheses described in the previous chapter, several conclusions can be drawn as follows:

1. Organizational Culture has a positive influence on Employee Performance in the Personnel and Human Resources Development Agency for the Mentawai Islands Regency. This means that employee performance will increase if the organizational culture felt by employees is able to provide encouragement to employees to be able to improve their performance.
2. Job Satisfaction has a positive influence on Employee Performance in the Personnel and Human Resources Development Agency of Mentawai Islands Regency. This means that employee performance will increase if high job satisfaction is able to provide morale to employees in carrying out work. The higher the Job Satisfaction of an employee in an institution, the higher its performance.
3. Organizational Citizenship Behavior has a positive influence on Employee Performance in the Personnel and Human Resources Development Agency of Mentawai Islands Regency. This means that employee performance will increase if the Organizational Citizenship Behavior of the agency where the employee works has a good and comfortable culture, and makes employees feel confident and comfortable to do their job well. And a good Organizational Citizenship Behavior will encourage high performance.
4. Organizational Culture, Job Satisfaction and Organizational Citizenship Behavior together have a positive effect on Employee Performance in the Personnel and Human Resources Development Agency of the Mentawai Islands Regency. With the number R^2 0.646 or 64.6% Employee performance is influenced by the independent variable Organizational Culture, Job Satisfaction and Organizational Citizenship Behavior.

Based on the results of the analysis of the discussion as well as some conclusions in this study, there are suggestions that can be given through the results of this study in order to get better results, namely:

1. For further researchers, it is hoped that they can examine other variables outside of this variable in order to obtain more varied results that can describe what things can affect performance and it is suggested to expand the scope of research on the influence of Organizational Culture, Job Satisfaction and Organizational Citizenship Behavior. on the performance of employees used in this study.
2. For the management of the agency it is expected to maximize Job Satisfaction in employees. This is because in order to achieve better productivity and achievement of agency goals, an organizational culture of job satisfaction and organizational culture of employee behavior is needed. When Organizational Culture, Job Satisfaction and Organizational Citizenship Behavior are given in a balanced manner, employee performance also increases.

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