



THE INFLUENCE OF ORGANIZATIONAL CULTURE AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE

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Abstract

The purpose of this research is to determine how much influence the organizational culture and satisfaction have on the performance of the employees of the Bank Mandiri branch of Bandung Asia Afrika. The method used in this research is descriptive method and verification method using a quantitative approach. The object of the research is all employees at Bank Mandiri Bandung Asia Africa branch as many as 67 people. The results showed to determine whether the influence / relationship of Organizational Culture (X1) on / with Job Satisfaction (X2), by comparing the tcount of SPSS processing with ttable with a significant 5% (0.05). $t_{count} = 12,954 > t_{table} 2,000$, then H_0 is rejected, this means that there is a strong positive and significant influence / relationship between Organizational Culture (X1) on / with Job Satisfaction (X2). Correlation test to determine whether / the magnitude of the influence of Organizational Culture (X1) on Employee Performance (Y), by comparing the tcount of SPSS processing with ttable with a significant 5% (0.05). $t_{count} 25,958 > t_{table} 2,000$, then H_0 is rejected, this means that there is a very strong positive and significant influence between Organizational Culture (X1) on Employee Performance (Y). Correlation test X2 with Y, which is to determine whether / the amount of influence between Job Satisfaction (X2) on Employee Performance (Y) by comparing the tcount of SPSS processing with ttable with a significant 5% (0.05). t_{hitung} This means that there is a very strong positive and significant influence between Organizational Culture (X1) on Employee Performance (Y). Correlation test X2 with Y, which is to determine whether / the amount of influence between Job Satisfaction (X2) on Employee Performance (Y) by comparing the tcount of SPSS processing with ttable with a significant 5% (0.05). t_{hitung} This means that there is a very strong positive and significant influence between Organizational Culture (X1) on Employee Performance (Y). Correlation test X2 with Y, which is to determine whether / the amount of influence between Job Satisfaction (X2) on Employee Performance (Y) by comparing the tcount of SPSS processing with ttable with a significant 5% (0.05). $= 18.162 > t_{table} 2,000$, then H_0 is rejected, this means that there is a strong positive and significant influence between Job Satisfaction (X2) on Employee Performance (Y). The Y - X1 - X2 correlation test is to determine whether / the magnitude of the simultaneous influence between Organizational Culture (X1) and Job Satisfaction (X2) on Employee Performance (Y). $F_{count} = 616.168 > t_{table} 2,000$, then H_0 is rejected, this means that there is a very strong simultaneous influence between Organizational Culture (X1) and Job Satisfaction (X2) on Employee Performance (Y).

Keywords: Organizational Culture, Job Satisfaction & Employee Performance

INTRODUCTION

Basically, someone at work will feel comfortable and have high loyalty to his company if at work he gets job satisfaction in accordance with what he wants. Satisfaction and work each have different meanings. Satisfaction is a feeling where someone gets what is expected

or even exceeds what is expected, while work is someone's effort to achieve goals by obtaining a reward or salary from his contribution to his place of work (Friend Koesmono, 2005). According to Ida Ayu and Agus S (2008) job satisfaction is the fulfillment of several wants and needs through work or work activities.

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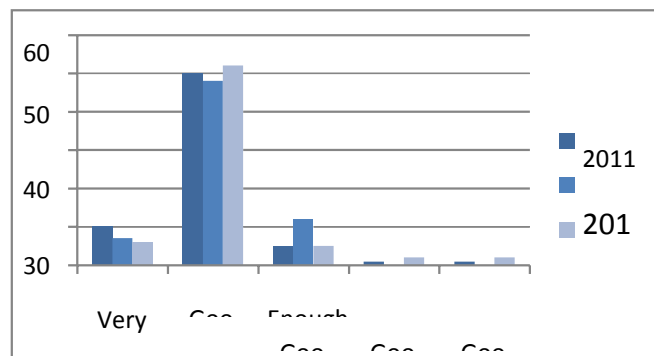
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Ida Ayu and Agus S (2008) added that the satisfaction of organizational members can be related to their performance and work results as well as the rewards and punishments they receive. Therefore, the level of job satisfaction in the organization can be indicated by results such as the attitude of organizational members, job changes of organizational members, absenteeism or absences, delays, and complaints that usually occur in an organization. Ida Ayu and Agus S (2008) stated the satisfaction of members organizations can be linked to their performance and performance and the rewards and punishments they receive. Therefore, the level of job satisfaction in the organization can be indicated by results such as the attitude of organizational members, job changes of organizational members, absenteeism or absences, delays, and complaints that usually occur in an organization (Maulida, 2020). To become the leading bank at this time, the Bandung Asia Africa branch of Bank Mandiri is intensively trying to improve its performance employees.

Performance often referred to as performance or result by Rivai & Fawzi (2004) is defined as 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 targets or criteria that have been determined in advance and have been mutually agreed upon, one of which is by increasing work productivity (Prawira, 2018). Individual performance is part of the overall work unit target so that it supports the work unit target. The following is a graph of the performance appraisal of the employees of Bank Mandiri Bandung Asia Africa branch from 2009 to 2011, namely:

Image 1: Employee Performance Appraisal Graph



Source: HRD, Bank Mandiri Bandung Asia Africa Branch, 2011

Based on Table 1 above, it is explained that the employee performance appraisal of Bank Mandiri's Bandung Asia Africa branch has increased the category of very good assessment, where at In 2009 it was 6%, increased in 2010 by 7%, in 2011 it increased to 10% . This phenomenon is because Bank Mandiri has made significant improvements, especially in the fields of education and training that can improve employee performance (Muis, 2018). While the employee performance appraisal in the bad category experienced an up and down graph where in 2009 it was 2%, then in 2010 the Mandiri bank was able to increase the employee's performance in that category by 0%, but in 2011 the independent bank experienced 1% poor employee performance. This results in lack of experience and education for employees.

Bank Mandiri branch Bandung Asia Afrika which is the main branch office in Bandung, which has 67 employees applying corporate values as a basis for thinking, acting and behaving (Novziransyah, 2017). These values include: (1) Integrity, (2) Professionalism, (3) customer satisfaction, that the success of Bank Mandiri's Bandung Asia Africa branch is greatly influenced by customer satisfaction, therefore Bank Mandiri's Bandung Asia Africa branch must be able to meet needs and satisfy them. customers by providing the best service by paying attention to the interests of the company, with the support of skilled,



friendly, happy to serve human resources and supported by superior technology, (4) exemplary namely Bank Mandiri Bandung Asia Africa branch as a role model who consistently acts fairly, is assertive and has a big spirit, does not tolerate actions that are not exemplary, and (5) respect for Human Resources, namely that the Bandung Asia Africa branch of Bank Mandiri values human resources as the company's main asset, therefore Bank Mandiri's Bandung Asia Africa branch always recruits, develops and maintains quality human resources and Bank Mandiri's Bandung Asia Africa branch provides awards based on individual work and teamwork that creates synergy for the benefit of the company (Arianty, 2015).

Awareness of these values has become the philosophical strength of Bank Mandiri's Bandung Asia Africa branch and a solid corporate culture with character. namely that the Bandung Asia Africa branch of Bank Mandiri values human resources as the company's main asset, therefore the Bandung Asia Africa branch of Bank Mandiri always recruits, develops and maintains quality human resources and the Bandung Asia Africa branch of Bank Mandiri provides awards based on individual work and teamwork that creates synergy for the benefit of the company.

Based on the description described above, the authors took the title of this study, namely "The Influence of Organizational Culture and Satisfaction on Employee Performance. Case Studies at Bank Mandiri Bandung Asia Africa Branch"

RESEARCH METHOD

The method used in this research is descriptive method using quantitative approaches and verification methods. According to M. Nazir (2003: 54), defines a descriptive method, namely: "a method in examining the status of human groups, an object, a condition, a thought, or a class of events in the present". Meanwhile, the verification method according to Sugiyono (2009) is: "research through proving to test the hypothesis of descriptive research

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results with a statistical calculation so that the results of evidence that show the hypothesis is rejected or accepted" are obtained. The research object is all employees at Bank Mandiri Bandung Asia Afrika Branch. as many as 67 people in the production department based on data from the HRD Department of Bank Mandiri, Bandung Asia Africa Branch in 2011. In this study the authors collected data in the form of Internal Control Questionnaires (ICQ) for Organizational Culture (X1) and Job Satisfaction (X2) and Employee Performance (Y) as research instruments. The writer designed Internal Control Questionnaires (ICQ) aimed at employees at the bank Mandiri branch Bandung Asia Afrika which was the research sample. The instrument used was a questionnaire in the form of a list of questions arranged based on the indicators in the variables to be studied. The list of questions was distributed to the respondents to be filled in and returned according to the predetermined schedule. The data analysis technique used is data quality test, data normality test, and ordinal data transformation to interval data.

The method used in this research is descriptive method using quantitative approaches and verification methods. According to M. Nazir (2003: 54), defines a descriptive method, namely: "a method in examining the status of human groups, an object, a condition,

RESULT AND DISCUSSION

After obtaining research data, the results obtained in this study are:

Path Correlation and Regression Analysis (X1-X2)



Table 1. Description of Research Data Using SPSS For Line Correlations Correlations
Source: Results of Data Processed Using SPSS 13.0 Program

	Budaya Organisasi (X1)	Kepuasan Kerja (X2)
Organizational Culture (X1) Pearson Correlation Sig. (2-tailed) N	1 67	.849* .000 67
Kepuasan Kerja (X2) Pearson Correlation Sig. (2-tailed) N	.849* .000 67	1 .000 67

The value of the correlation coefficient between Organizational Culture (X1) and Job Satisfaction (X2) is 0.849. This shows that there is a very strong and positive relationship between Organizational Culture (X1) and Job Satisfaction (X2). Determination Coefficient = $R^2 \times 100\%$ (X1 - X2) Path Analysis = $0.849^2 \times 100\% = 72.08\%$ This means that the ups and downs are caused between the Organizational Culture (X1) and Job Satisfaction (X2) of 27.92% while the rest ($100\% - 72.08\% = 27.92\%$), the rest is caused by other factors.

This means that the ups and downs are caused between the Organizational Culture (X1) and Job Satisfaction (X2) of 27.92% while the rest ($100\% - 72.08\% = 27.92\%$), the rest is caused by other factors.

Table 2. Simple Linear Regression Calculation Results (X1X2) Using the SPSS Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.849a	.721	.717	7.28249

a. Predictors: (Constant), Job Satisfaction (X2)

The R number of 0.849 indicates a very strong relationship between Organizational Culture (X1) and Job Satisfaction (X2) (above

0.05). The R square number or the determinant coefficient is 0.721. This means that 72.1% of the variation from Job Satisfaction (X2) can be explained by the variation of Job Satisfaction (X2) while the rest ($100\% - 72.1\% = 27.9$

Table 3. Simple Linear Regression Calculation Results (X1X2) Using SPSS ANOVA (b)

ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	8254.408	1	8254.408	674.408	.000 ^a
Residual	795.567	65	12.239		
Total	9049.975	66			

- a. Predictors: (Constant), Job Satisfaction (X2)
 - b. Dependent Variable: Organizational Culture (X1)
- Source: Results of Data Processed Using SPSS 13.0 Program

From the Anova or Ftest test, it is found that Fcount is 167.898 with a significant level of 0.000, much smaller than 0.05, so the regression model can be used to predict Job Satisfaction (X2) or Organizational Culture (X1) to affect Job Satisfaction (X2).

Table 4. Simple Linear Regression Calculation Results (X1X2) Using SPSS Coefficients (a)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-4.903	6.202		-.791	.43
Job Satisfaction (X2)	.982	.076	.849	12.958	.000

a. Dependent Variable: Organizational Culture (X1)

Source: Results of Data Processed Using SPSS 13.0 Program

Regression equation
 $\hat{Y} = -4,903 + 0,849 X1 + \epsilon$

If the constant value of -4.903 the Organizational Culture variable (X1) changes then Job Satisfaction (X2) will change. A negative sign indicates unidirectional change. If Culture



Organization (X1) decreases, then Job Satisfaction (X2) also decreases by 1%. And vice versa, if Organizational Culture (X1) increases, then Job Satisfaction (X2) also increases by 1%. Simple Correlation and Regression Analysis (X1 - Y).

Table 5. Description of Research Data Using SPSS for Correlations

	Cloud work performance (Y)	Budaya Organization (X1)
Cloud work performance (Y)	1	.955 *
Pearson Correlation		
Sig. (2-tailed)		.000
N	67	67
Organizational culture (X1)	.955 *	1
Pearson Correlation		
Sig. (2-tailed)	.000	
N	67	67

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Results of Data Processed Using SPSS 13.0 Program.

The correlation coefficient value of Organizational Culture (X1) and employee performance (Y) is 0.955. This shows that there is a very strong and positive relationship between Organizational Culture (X1) and Employee Performance (Y).

Determination Coefficient = $R^2 \times 100\%$
(X1 - Y) = $0.952 \times 100\% = 91.20\%$.

This means that the ups and downs are caused by Organizational Culture (X1) and employee performance (Y) of 8.8%, while the rest (100% - 91.20% = 8.8%), the rest is caused by other factors.

Table 6. Simple Linear Regression Calculation Results (X1Y) Using the SPSS Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.955a	.912	.911	3,49850

a. Predictors: (Constant), Organizational Culture (X1)

Source: Results of Data Processed Using SPSS 13.0 Program.

The R number of 0.955 indicates a very strong relationship between Organizational Culture (X1) and Employee Performance (Y) (above 0.05). The R square number or the determinant coefficient is 0.912. This means that 91.2% of the variation in Employee Performance (Y) can be explained by variations in Organizational Culture (X1) while the rest (100% - 91.2% = 8.8%) is explained by other reasons.

Table 7. Simple Linear Regression Calculation Results (X1Y) Using SPSS ANOVA (b)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	8254,408	1	8254,408	674,408	.000a
Residual	795,567	65	12,239		
Total	9049,975	66			

- a. Predictors: (Constant), Budaya a Organization (X1)
- b. Dependent Variable: Performance Cloud Kary (Y)

Source: Results of Data Processed Using SPSS 13.0 Program.

From the Anova or Ftest test, it is found that Fcount is 674.408 with a significant level of 0.000, much smaller than 0.05, so the regression model can be used to predict employee performance.

(Y) or Organizational Culture (X1) affects Employee Performance (Y).

Table 8. Simple Linear Regression Calculation Results (X1Y) Using SPSS Coefficients (a)



Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	14,939	2,388		6,256	.000
Cultural Organization (X1)	.817	.031	.955	25,969	.000

Dependent Variable: Cloud Work Performance (Y)

Source: Results of Data Processed Using SPSS 13.0 Program Regression equations.

$\hat{Y} = 14,939 + 0,955X1 + \epsilon$ If the constant value of 14.939 the Organizational Culture variable (X1) changes, the Employee Performance (Y) will change. A positive sign indicates unidirectional change. If Organizational Culture (X1) increases, then Organizational Culture (X1) (Y) also increases equal to 1% And vice versa if Organizational Culture (X1) decreases, then Employee Performance (Y) also decreases by 1%. **Simple Correlation and Regression Analysis (X2 - Y)**

Table 9. Description of Research Data Using SPSS for Correlations

	Performance Kary cloud (Y)	Job Satisfaction (X2)
Employee performance (Y)	1	.914 *
Pearson Correlation		.000
Sig. (2-tailed)		
N	67	67
Job Satisfaction (X2)	.914 *	1
Pearson Correlation		.000
Sig. (2-tailed)		
N	67	67

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Results of Data Processed Using SPSS 13.0 Program

Coefficient value The correlation between Job Satisfaction (X2) and Employee Performance (Y) is 0.914. This shows that there is a very strong and positive relationship between Job Satisfaction (X2) and Employee Performance (Y).

Determination Coefficient = $R^2 \times 100\%$ (X2 - Y) = $0.9142 \times 100\% = 83.53\%$.

This means that the ups and downs are caused between job satisfaction (X2) and employee performance (Y) of 16.47% while the rest (100% - 83.53% = 16.47%), the rest is caused by other factors.

Table 10. Simple Linear Regression Calculation Results (X2Y) Using the SPSS Model Summary.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.914a	.836	.833	4.78355

a. Predictors: (Constant), Job Satisfaction (X2)
Source: Results of Data Processed Using SPSS 13.0 Program

The R number of 0.914 shows a very strong relationship between job satisfaction (X2) and Employee Performance (Y) (above 0.05). The R square number or the determinant coefficient is 0.836. This means that 83.6% of the variation in employee performance (Y) can be explained by variations in job satisfaction (X2) while the rest (100% - 83.6% = 16.4%) is explained by other causes.

Table 11. Simple Linear Regression Calculation Results (X2Y) Using SPSS ANOVA (b)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	7562,623	1	7562,623	330,500	.000 ^a
Residual	1487,352	65	22,882		
Total	9049,975	66			

a. Predictors: (Constant), Job Satisfaction (X2)
b. Dependent Variable: Cloud Work Performance (Y)

Source: Results of Data Processed Using SPSS 13.0 Program

From the Anova or Ftest test, it is found that Fcount is 330,500 with a significant level of 0,000, much smaller than 0.05, so the regression model can be used to predict Job Satisfaction (X2) affecting Employee Performance (Y).



Table 12. Simple Linear Regression Calculation Results (X2Y) Using SPSS Coefficients (a)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2,652 .905	4,074 .050	.914	.651 18,180	.517 .000
Job Satisfaction (X2)					

a. Dependent Variable: Performance Cloud Kary (Y)

Source: Results of Data Processed Using SPSS 13.0 Program Regression equations

$$\hat{Y} = 2.652 + 0.91 X2 + \epsilon.$$

If the constant value of 2.652 Job Satisfaction variable (X2) changes, then Employee Performance (Y) will change. If Job Satisfaction (X2) increases, then Employee Performance (Y) also increases by 1%, and vice versa if Job Satisfaction (X2) decreases, then the work commitment (Y) also decreased by 1%.,

Correlation Analysis and Simultaneous Multiple Regression (X1 - X2 - Y).

Table 13. Description of Research Data Using SPSS for Correlations

	Cloud work performance (Y)	Organizational culture (X1)	Job Satisfaction (X2)
Cloud Kary Performance (Y) Pearson Correlation	1	.955 *	.914 *
Sig. (2-tailed)	.000	.000	.000
N	67	67	67
Organizational culture (X1) Pearson Correlation	.955 *	1	.849 *
Sig. (2-tailed)	.000	.000	.000
N	67	67	67
Job satisfaction (X2) Pearson Correlation	.914 *	.849 *	1
Sig. (2-tailed)	.000	.000	.000
N	67	67	67

Source: Results of Data Processed Using SPSS 13.0 Program

The correlation coefficient value between Organizational Culture (X1) and Job Satisfaction (X2) with Employee Performance (Y) is 0.975. This shows that there is a very strong and positive relationship between Organizational Culture (X1) and Job Satisfaction (X2) with Employee Performance (Y).

$$\begin{aligned} \text{Determination Coefficient} &= R^2 \times 100\% \text{ (X1 - X2 - Y)} \\ &= 0.975^2 \times 100\% \\ &= 95.06\% \end{aligned}$$

This means that the ups and downs are caused by organizational culture (X1), job satisfaction (X2) and employee performance (Y) of 16.47% while the rest (100% - 83.53) % = 16.47%, the rest is caused by other factors.

Table 14. Multiple Linear Regression Calculation Results Using SPSS

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.975 ^a	.950	.949	2.65121

a. Predictors: (Constant), Job Satisfaction (X2), Organizational Culture (X1)

Source: Results of Data Processed Using SPSS 13.0 Program

The R number of 0.975 indicates a very strong relationship between Employee performance (Y) with 2 (two) independent variables is very strong. R square number 0.950. This is meaningful 95% Employee Performance (Y) is influenced by 2 (two) independent variables, while the rest (100% - 95% = 5%) explained by other reasons.

Table 15. Multiple Linear Regression Calculation Results Using SPSS ANOVA (b).

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	8600,126	2	4300,063	611,769	.000a
Residual	449,849	64	7,029		
Total	9049,975	66			

a. Predictors: (Constant), Job Satisfaction (X2), Organizational Culture (X1)



b. Dependent Variable: Performance Cloud Kary (Y)

Source: Results of Data Processed Using SPSS 13.0 Program

From the Anova or Ftest test, it is found that Fcount is 611.769 with a significant level of 0.000, so the regression model can be used to predict Employee Performance (Y) or it can be said that Organizational Culture (X1) and Job Satisfaction (X2) jointly affect Employee Performance (Y).

Table 16. Multiple Linear Regression Calculation Results Using SPSS Coefficients (a)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5,342	2,269		2,354	.022
Budaya a Organization (X1)	.549	.045	.641	12,149	.000
Job Satisfaction (X2)	.366	.052	.370	7,013	.000

a. Dependent Variable: Cloud Work Performance (Y)

Source: Results of Data Processed Using SPSS 13.0 Regression Equations $\hat{Y} = 5.342 + 0.641X1 + 0.370X2 + \epsilon$.

A constant of 5.342 states that if there is no Organizational Culture (X1) and Job Satisfaction (X2) then Employee Performance (Y) will change. The regression coefficients of 0.641 and 0.370 state that every 1% reduction in Organizational Culture (X1) and Job Satisfaction (X2) will reduce Employee Performance (Y) by 1%.

Verification Data Analysis

The results of the verification data analysis are:

1. Correlation coefficient value between Organizational Culture (X1) and Job Satisfaction (X2) is 0.849. This shows that there is a very strong and positive relationship between Organizational Culture (X1) and Job Satisfaction (X2).

Determination Coefficient = $R^2 \times 100\%$ (X1 - X2) Path Analysis = $0.8492 \times 100\% = 72.08\%$

2. Choresality test X1 with X2, namely to determine whether the influence of Organizational Culture (X1) on Job Satisfaction (X2), by comparing the tcount of SPSS processing with ttable with a significant 5% (0.05). tcount = 12,954 > ttable 2,000, so Ho is rejected, this means that there is a strong positive and significant influence between Organizational Culture (X1) on Job Satisfaction (X2).

3. The correlation coefficient value of Organizational Culture (X1) and employee performance (Y) is 0.955. This shows that there is a very strong and positive relationship between Organizational Culture (X1) and Employee Performance (Y).

Determination Coefficient = $R^2 \times 100\%$ (X1 - Y) = $0.952 \times 100\% = 91.20\%$

This means that the ups and downs are caused by Organizational Culture (X1) and employee performance (Y) of 8.8% while the rest (100% - 91.20% = 8.8%), the rest is due to by factors - another factor.

4. Correlation test X1 with Y, namely to determine whether the influence of Organizational Culture (X1) on Employee Performance (Y), by comparing the tcount of SPSS processing with ttable with a significant 5% (0.05). tcount 25,958 > ttable 2,000, then Ho is rejected, p

This means that there is a very strong positive and significant influence between Organizational Culture (X1) on Employee Performance (Y).

5. The correlation coefficient between Job Satisfaction (X2) and Employee Performance (Y) is 0.914. This shows that there is a very strong and positive relationship between Job Satisfaction (X2) and Employee Performance (Y).

Determination Coefficient = $R^2 \times 100\%$ (X2 - Y) = $0.9142 \times 100\% = 83.53\%$



This means that the ups and downs are caused between job satisfaction (X2) and employee performance (Y) of 16.47% while the rest (100% - 83.53% = 16.47%), the rest is caused by other factors.

6. Test the correlation between X2 and Y, which is to find out What is the effect of Job Satisfaction (X2) on Employee Performance (Y) by comparing the tcount of SPSS processing with ttable with a significant 5% (0.05). $t_{count} = 18.162 > t_{table} 2,000$, then H_0 is rejected, this means that there is a strong positive and significant influence between Job Satisfaction (X2) on Employee Performance (Y).

7. The correlation coefficient value between Organizational Culture (X1) and Job Satisfaction (X2) with Employee Performance (Y) is 0.975. This shows that there is a very strong and positive relationship between Organizational Culture (X1) and Job Satisfaction (X2) with Employee Performance (Y).

Determination Coefficient = $R^2 \times 100\%$
(X1 - X2 - Y) = $0.975^2 \times 100\% = 95.06\%$

This means that the ups and downs are caused by organizational culture (X1), job satisfaction (X2) and employee performance (Y) of 16.47% while the rest (100% - 83.53) % = 16.47%), the rest is caused by other factors.

8. Correlation test Y - X1 - X2 with namely to determine whether the simultaneous influence between Organizational Culture (X1) and Job Satisfaction (X2) on Employee Performance (Y). $F_{count} = 616,168 > t_{table} 2,000$, then H_0 is rejected, this means that there is a very simultaneous effect strong between Organizational Culture (X1) and Job Satisfaction (X2) on Employee Performance (Y).

CONCLUSION

Based on the results of observations and data processing, it can be concluded as follows:

1. Test the reality of X1 and X2, namely for determine whether the influence / relationship of Organizational Culture (X1)

on / with Job Satisfaction (X2), by comparing the tcount of SPSS processing with ttable with a significant 5% (0.05). $t_{count} = 12,954 > t_{table} 2,000$, then H_0 is rejected, this means that there is a strong positive and significant influence / relationship between Organizational Culture (X1) on / with Job Satisfaction (X2).

2. Correlation test X1 with Y, namely to find out whether / magnitude of the influence of Organizational Culture (X1) on Employee Performance (Y), by comparing tcount from processing of SPSS with ttable with a significant 5% (0.05). $t_{count} 25,958 > t_{table} 2,000$, then H_0 is rejected, this means that there is a very strong positive and significant influence between Organizational Culture (X1) on Employee Performance (Y).
3. Correlation test X2 with Y, which is to determine whether / the amount of influence between Job Satisfaction (X2) on Employee Performance (Y) by comparing the tcount of SPSS processing with ttable with a significant 5% (0.05). $t_{count} = 18.162 > t_{table} 2,000$, then H_0 is rejected, this means that there is a strong positive and significant influence between Job Satisfaction (X2) on Employee Performance (Y).
4. The Y - X1 - X2 correlation test is to determine whether / the magnitude of the simultaneous influence between Organizational Culture (X1) and Job Satisfaction (X2) on Employee Performance (Y). $F_{count} = 616.168 > t_{table} 2,000$, then H_0 is rejected, this means that there is a very strong simultaneous influence between Organizational Culture (X1) and Job Satisfaction (X2) on Employee Performance (Y).

Suggestion

Based on the results of the analysis and discussion of Organizational Culture (X1) and Satisfaction

Work (X2) on Employee Performance (Y) above, the authors suggest:



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1. In terms of competence, behavior and personality of employees must be maintained, besides that knowledge and skills in managerial and technical fields should continue to be improved by taking part in education and training and reading reference books in the field of human resources.
 2. Advise to other researchers who want to continue this research in order to add more than one variable to the research so that the results can be generalized.
 3. It is hoped that the results of this study can be used as reference material for future research.

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