

The Influence of Competence and Organizational culture on Job Satisfaction and Employee Performance in the Culture Office of Denpasar City

Anak Agung Ayu Ketut Sarhi Lestari*, I. B Agung Darmanegara¹, I Wayan Gde Sarmawa¹ and Nyoman Hendra Laksmna²

¹Magister of Management, Universitas Warmadewa, Denpasar, Bali-Indonesia

²Institut Teknologi dan Bisnis STIKOM Bali, Denpasar-Indonesia

Abstract: *In the regional apparatus organization, human resources play a role in achieving work plans that have been made and compiled in the form of programs and activities, in this case having an important role in conducting public services. Employee performance in regional apparatus organizations refers to employee work performance or work appraisal or the so-called Employee Work Target (SKP) consisting of work contracts, measurement and work performance appraisal. Performance appraisal is an important key that can describe the performance and results achieved by a government agency and is expected to reveal an overall accountability from the beginning of planning, monitoring to evaluation. The aim of this research was to determine and explain the influence of organizational competence and culture on job satisfaction and employee performance at the Denpasar City Culture Office. The populations in this research were all Civil Servants of the Denpasar City Cultural Office with a sample of 38 people. A data collection technique was used observation, interviews and surveys. The results showed that competence had no significant negative effect on job satisfaction, competence had a significant positive effect on employee performance, organizational culture had a significant positive effect on job satisfaction, organizational culture had a significant positive effect on employee performance and job satisfaction had no significant positive effect on employee performance.*

Keywords: *competence; organizational culture; job satisfaction; employee performance*

How to cite;

Lestari, A. A. A. K. S., Dharmanegara, I. B. A., Sarmawa, I. W. G., & Laksmna, N. H. (2022).

The Influence of Competence and Organizational culture on Job Satisfaction and Employee Performance in the Culture Office of Denpasar City. *JUSTBEST: Journal of Sustainable Business and Management*, 2(2), 105-112. doi: <https://doi.org/10.52432/justbest.2.2.2022.105-112>

*Corresponding Author's e-mail: sarhilestari@gmail.com

I. Introduction

The position and role of human resources in the organization has a key position for the progress and success of the organization. The maximum utilization of human resources will support the achievement of better performance. The success or failure of an organization to achieve its goals also depends on the ability of its human resources in carrying out the tasks given so that it is always required to be able to develop them proactively in an organization.

One factor that can influence human resources in carrying out their duties to get good performance is competence. Demands to work professionally can be met if employees are placed according to their competence, work experience, interest in the job and organizational policy support. Employee placement is the process of utilizing employee competencies (knowledge, skills and expertise) by placing them in the areas of work that are considered appropriate and distributing employees based on their potential to succeed in their work. Competence is a blend of knowledge, ability and character as a fundamental factor possessed by someone to carry out a particular job (Šparl, Žnidaršič, Kasper, Mühlbacher, & Kovač, 2013).

In terms of influencing employee performance and improving organizational effectiveness one of the factors comes from organizational culture (Brahmasari & Siregar, 2009). Organizational culture can be said to be strong if among employees have shared values that are considered good and in accordance with the provisions.

Job satisfaction is often associated with employee performance. When employees have responsibilities that are appropriate and commensurate with their abilities, satisfaction will arise within them, which then works with higher performance or greater effort. In managing human resources of an organization, aspects of employee job satisfaction need to be considered because it is closely related to the achievement of organizational goals.

Based on previous research, there is a research gapping that influences the competence and culture of a positive but not significant organization on job satisfaction (Arifin, 2015). Competence has a positive and significant effect on job satisfaction, the higher the employee competency, the higher the level of satisfaction, organizational culture has a positive and significant effect on job satisfaction, the higher the organizational culture, the higher job satisfaction is felt by employees (Andriani, 2014). Competence has a positive and not significant effect on performance, meaning that even though there is an increase in performance caused by competence, the impact is not significant (Sulistia, 2017). Organizational culture has a significant influence in contributing factors that affect performance results, if the level of organizational culture increases, employee performance will also increase (Amanda, Budiwibowo, & Amah, 2017). Job satisfaction has a positive and significant impact on employee performance, this means the better job satisfaction felt by employees, the better the performance of these employees (Ngebu, Sintaasih, & Subudi, 2018).

II. Concept and Hypotheses

Employee Performance

Performance is a picture of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision and mission of the organization as outlined through the strategic planning of an organization (Moeheriono, 2012). Another opinion by Siswanto in (Martha, 2015) describe performance is the achievement achieved by someone in carrying out the tasks and jobs given to him.

Competence

According to Mclelland in (Moeheriono, 2012) competence is a personal basic characteristic that determines whether a person is successful in doing a job or in a particular situation. Competence according to Regulation of the Minister of Home Affairs Number 11 of 2018 concerning government competence is the ability and characteristics possessed by an employee of the State Civil Apparatus, in the form of knowledge, skills and behavioral attitudes required in the performance of his duties, so that the state civil apparatus can carry out its duties professionally effective and efficient.

Organizational Culture

Robbin and Judge in (Sunyoto, 2012) defines organizational culture as a system of shared meanings shared by members of the organization that distinguishes the organization from other organizations. This system of shared meaning is a set of key characteristics that are held in high esteem by the organization. According to (Fahmi, 2016) states that organizational culture is a habit that has lasted a long time and is used and applied in the life of work activities as one of the drivers to improve the quality of work of employees and company managers.

Job Satisfaction

According to (Robbins & Judge, 2015) defines employee job satisfaction as a positive feeling of employees towards the work that results from an evaluation of their characteristics. According to (Rivai & Mulyadi, 2012) Employee job satisfaction is a general attitude, which is the result of several special attitudes towards work factors, self-adjustment and social relations of individuals outside of work.

III. Method

This research was conducted at the Culture Office of Denpasar City. The data were collected through a survey method with a research instrument that is a questionnaire. Respondents in this study were all civil servants working in the Denpasar City Cultural Service with 38 people. Respondents according to IIC are

2.6%, IID 5.3%, IIIA 7.9%, IIIB 5.3%, IIIC 36.8%, IIID 23.7%, IVA 15.8% and IVC 2.6%, male respondents amounted to 52.6% and women 47.4%. Based on age, respondents aged 35-43 were 26.3%, aged 44-52 years 29%, aged 53-60 years 44.7%. Based on the level of education, respondents with high school education were 13.2%, strata 1 education was 60.5% and Strata 2 was 26.3%. Based on years of service, respondents with 9-18 years of service were 34.2%, 19-28 years of service 55.3%, 29-38 years of service were 10.5%, then the results of the questionnaire were analyzed by PLS analysis, measurement of the questionnaire was modified on a five-point Likert scale. This research was conducted empirically to evaluate the proposed framework by examining 5 hypotheses.

IV. Result and Discussion

Validity Test Result

The validity test was performed on the item instrument using the product moment Pearson correlation method, i.e. the item / indicator was said to be valid if it had a coefficient value ≥ 0.30 and was statistically significant at the 0.05 or 0.10 level. The results of the validity test in Table 1 show that all indicators used to reflect the construct have a correlation value exceeding 0.30 and significant at the level of significance of 0.05 or 0.10, then the items in the instrument are declared valid.

Table 1. Validity Test Result

Construct	Indicator	Correlation	Description
Competency (X1)	Motif (X1.1)	0,631	Valid
	Attitude (X1.2)	0,870	Valid
	Concept (X1.3)	0,841	Valid
	Knowledge (X1.4)	0,860	Valid
	Skills (X1.5)	0,934	Valid
Culture Organ- ization(X2)	System Value (X2.1)	0,824	Valid
	Trust (X2.2)	0,619	Valid
	Attitudes and behavior in interacting(X2.3)	0,775	Valid
	Habit (X2.4)	0,627	Valid
	Social Value (X2.5)	0,720	Valid
	Phylosophy (X2.6)	0,502	Valid
	Norms (X2.7)	0,662	Valid
	Attitudes and behavior towards the work environment(X2.8)	0,808	Valid
Work Satisfac- tion (Y1)	Pay satisfaction (Y1.1)	0,654	Valid
	Supervision satisfaction (Y1.2)	0,829	Valid
	Cowoker satisfaction (Y1.3)	0,884	Valid
	Satisfaction with the work itself (Y1.4)	0,676	Valid
	Promotion (Y1.5)	0,740	Valid
	Status (Y1.6)	0,819	Valid
	Evironment (Y1.7)	0,560	Valid
	Altruism (Y1.8)	0,808	Valid
	Effective(Y2.1)	0,870	Valid
	Efficient(Y2.2)	0,631	Valid
Employee Performance (Y2)	Quality (Y2.3)	0,682	Valid
	Punctuality(Y2.4)	0,855	Valid
	Productivity (Y2.5)	0,785	Valid
	Safety(Y2.6)	0,748	Valid

Reliability Test Result

The reliability of a measurement shows the stability and consistency of a measurement instrument or a variable. Reliability test uses the Cronbach alpha (CR) method. An item / indicator is said to be reliable if the CR value is above 0.7. The reliability test of this research instrument is shown in Table 2.

Table 2. Reliability Test Result

No	Variabel	Cronbach's Alpha	Keterangan
1	Competency (X ₁)	0,885	Reliabel
2	Organization Culture (X ₂)	0,840	Reliabel
3	Satisfaction (Y ₁)	0,872	Reliabel
4	Employee Performance (Y ₂)	0,855	Reliabel

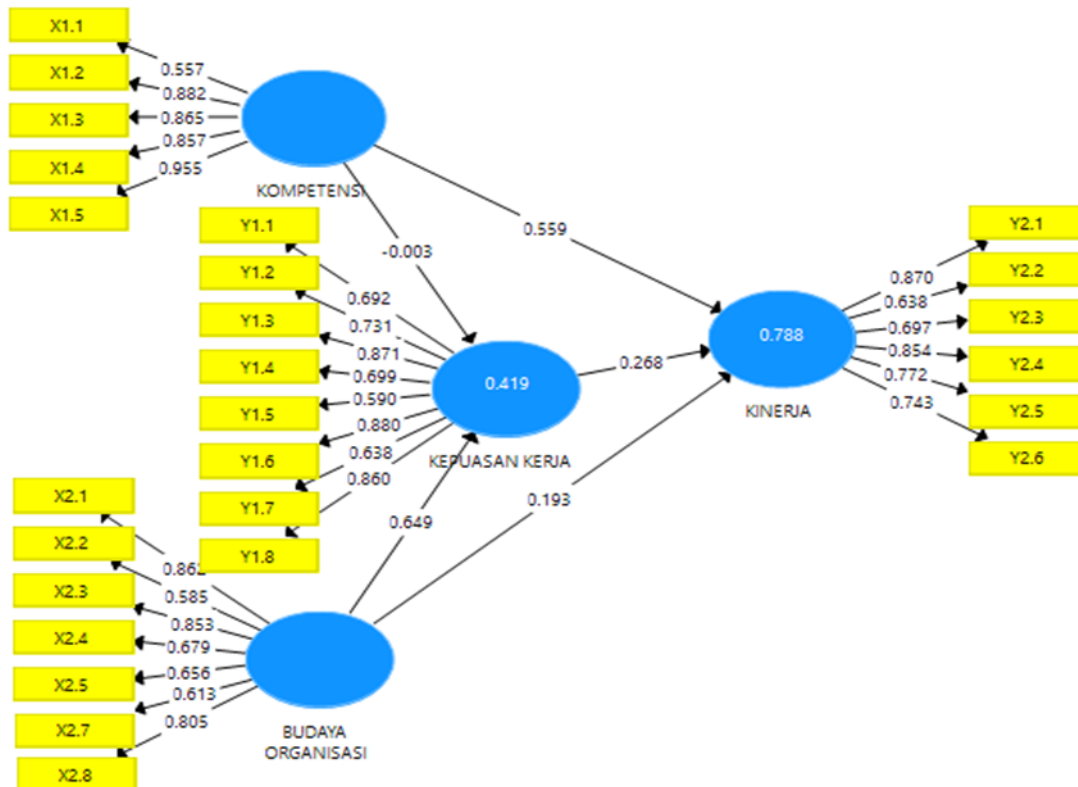


Figure 1 A complete model of the relationship between competence, organizational culture, job satisfaction and employee performance

Effect of competence on job satisfaction

The results showed that competence had a negative effect - 0.003 on job satisfaction and was not significant with a P Value of 0.99 > 0.05. This means that the higher the competence does not determine the job satisfaction felt by employees.

The influence of organizational culture on job satisfaction

Organizational culture has a positive effect of 0.65 on job satisfaction, and the relationship is significant at the 0.05 level because the P Value is 0.021 < 0.05. The results of this study mean that the higher the organizational culture, the higher job satisfaction.

Effect of competence on employee performance

It was shown that competence has a positive effect of 0.56 on employee performance, and the relationship is significant with a P Value of $0.00 < 0.05$. This means that the higher the competency of an employee, the higher the performance of the employee.

The influence of organizational culture on employee performance

Organizational culture has a positive effect on performance by 0.19 and the relationship is not significant at 0.05 with a P Value of $0.146 > 0.05$. These results indicate that implementing a good organizational culture does not make employee performance increase.

The effect of job satisfaction on employee performance

The results of this study indicate that job satisfaction has a positive effect of 0.27 on employee performance and the relationship is not significant at the 0.05 level with a P Value of 0.05, but the relationship is significant at the 0.10 level. This means that the higher job satisfaction felt by an employee does not make performance increase.

V. Conclusion

This research offers empirical evidence about the relationship of competence, organizational culture, job satisfaction and employee performance. Competence has no significant negative effect on job satisfaction. Organizational culture has a significant positive effect on job satisfaction. Competence has a positive and significant effect on employee performance. Organizational culture does not have a significant positive effect on employee performance. And job satisfaction does not have a significant positive effect on employee performance. This research makes a theoretical contribution to the role of competence and organizational culture on job satisfaction and employee performance.

Reference

- Amanda, E. A., Budiwibowo, S., & Amah, N. (2017). Pengaruh Budaya Organisasi Terhadap Kinerja Karyawan di PDAM Tirta Taman Sari Kota Madiun. *Assets: Jurnal Akuntansi Dan Pendidikan*, 6(1). Retrieved from <http://doi.org/10.25273/jap.v6i1.1289>
- Andriani, R. (2014). Pengaruh Budaya Organisasi Dan Kompetensi Terhadap Kepuasan Kerja Karyawan Pada Bank Tabungan Negara Di Bandung. *Ecodemica*, 2(2). Retrieved from <https://doi.org/10.31311/jeco.v2i2.100>
- Arifin, H. M. (2015). The Influence of Competence, Motivation, and Organisational Culture to High School Teacher Job Satisfaction and Performance. *International Education Studies*, 8(1). Retrieved from <http://www.ccsenet.org/journal/index.php/ies/article/view/43874>

- Brahmasari, I. A., & Siregar, P. (2009). Pengaruh Budaya Organisasi, Kepemimpinan Situasional dan Pola Komunikasi terhadap Disiplin Kerja dan Kinerja Karyawan pada PT. Central Proteinaprima Tbk. *Jurnal Aplikasi Manajemen*, 7(1), 238–250. Retrieved from <http://dx.doi.org/10.18202/jam.v7i1.153>
- Fahmi, I. (2016). *Manajemen Kepemimpinan Teori Dan Aplikasi*. Bandung: Alfabeta.
- Martha, M. S. (2015). *Karakteristik Pekerjaan dan Kinerja Dosen LUIIN Sunan Gunung Djati Bandung: Komitmen Organisasi Sebagai Moderating*. Universitas Widyatama.
- Moehertonono. (2012). *Pengukuran Kinerja Berbasis Kompetensi*. Jakarta: PT Raja Grafindo Persada.
- Ngebu, W. D., Sintaasih, D. K., & Subudi, M. (2018). Pengaruh Kompetensi Dan Penempatan Pegawai Terhadap Kepuasan Dan Kinerja Pegawai. *E-Journal Ekonomi Dan Bisnis Universitas Udayana*, 7(12). Retrieved from <https://doi.org/10.24843/EEB.2018.v07.i12.p05>
- Rivai, R., & Mulyadi, D. (2012). *Kepemimpinan dan Perilaku Organisasi. Edisi Ketiga*. Jakarta: PT Raja Grafindo Persada.
- Robbins, S. P., & Judge, T. A. (2015). *Perilaku Organisasi (Organizational Behaviour) Terj: Ratna Saraswati dan Febriella Sirait Edisi 16*. Jakarta: Salemba Empat.
- Šparl, P., Žnidaršič, A., Kasper, H., Mühlbacher, J., & Kovač, J. (2013). Management Competencies and Organizational Performance in CEE: A Comparison of Slovenia and Austria. *Organizacija*, 46(5), 214–220. Retrieved from <https://doi.org/10.2478/orga-2013-0022>
- Sulistia, L. (2017). Pengaruh Kompetensi Dan Pengembangan Karir Terhadap Kepuasan Kerja Melalui Motivasi Kerja (Studi Pada Karyawan Bank Riau Kepri Cabang Utama Pekanbaru). *Jurnal Tepak Manajemen Bisnis*, 9(1). Retrieved from <http://garuda.ristekbrin.go.id/documents/detail/715617>
- Sunyoto, D. (2012). *Manajemen Sumber Daya Manusia*. Yogyakarta: CAPS (Center for Academic Publishing Service).