

# Influence of Organizational Culture and Work Environment to Performance through Job Satisfaction of Health Personnel Department Headquarters TNI Navy

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## ABSTRACT

*This study aimed to determine the effect of organizational culture and working environment on the performance of personnel simultaneously, determine the influence of organizational culture on performance of personnel partially determine the effect of the work environment on the performance of personnel partially determine the effect of job satisfaction on the performance of personnel partially determine the effect of culture the performance of the organization through job satisfaction and determine the effect of the working environment on the performance of personnel through job satisfaction variables.*

*The study was conducted at the headquarters of the health personnel of the Navy. The sampling technique using random samples involving 75 personnel. Analysis of data using path analysis.*

*Based on data analysis known that variable of organizational culture and environment influence on personnel performance simultaneously. Organizational culture and environment variables affect the performance of personnel partially. Job satisfaction variables affect the performance of personnel partially. The direct effect of organizational culture and environment on the performance of personnel through job satisfaction is greater than the indirect effect so that it can be said that job satisfaction variable not as an intervening variable.*

**KEYWORDS:** *organizational culture, work environment, job satisfaction, personnel performance*

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## I. INTRODUCTION

A person's performance is a combination of ability, effort and opportunity can be judged from their work. Gibson (1987) states there are three factors that affect the performance. The first factor is the individual factors, such as the ability, skills, family background, work experience, social and demographic level person. Both are psychological factors, such as perception, role, personality, motivation and job satisfaction. The third factor is the organizational factors, such as organizational structure, job design, organizational commitment, and achievement system. From the statement, Gibson explains that the psychological factor of job satisfaction and organizational factors such as motivation will affect the performance.

In the study, personnel performance is heavily influenced by factors that occur in the company. Rahmawati (2013) examined the environmental influences on performance. The results showed that there is a positive and significant between environmental on performance. Research conducted by Raharjo (2013) suggest a significant association between working environment and performance. The research to Linawati and Suhaji (2013) states there is no influence of the environment on personal performance.

Koesmono (2012) states that organizational culture has an impact on the performance of the personnel who work at a company. The study was conducted by taking a sample of the company in Surabaya. Mechanical analysis using structural equation models (SEM) using AMOS software. In research Pushpakumari (2010) stated that the personnel job satisfaction affects the performance of such personnel for work. Kristianto et al (2010) also state that job satisfaction impact on improving the performance of personnel.

## II. LITERATURE REVIEW

### Employee Performance

Understanding performance by Siswanto (2003: 235) states that the performance is the result of the quality and quantity of work achieved in executing tasks and assignments given to him.

Rivai (2008: 309) says that the performance of a real behavior shown by everyone as the resulting performance by employees in accordance with its role within the company. The results of the work or activities

of an employee in quality and quantity within an organization to achieve the objectives in carrying out the tasks and work assigned to him.

Measurement of employee performance by Dharma (2003: 355) as follows:

1. Quantity, which is the amount that must be completed or achieved.
2. The quality, the quality of which must be generated (whether or not). Qualitative measurement reflects measurement output or the level of satisfaction is how well completion
3. Timeliness, ie the suitability of the planned time.

### **Organizational Culture**

Robbins (2008) states that organizational culture is a system of shared meaning in an organization that determines the higher level how the employee's act. Organizational culture is a value system that is believed by all members of the organization and learned and applied and developed on an ongoing basis which serves as the overall system. Robbins (1998) stated organizational culture Refers to a system of shared meaning held by members that distinguish the organization from other organization. This system of shared meaning is, on closer analysis, a set of key characteristics that the organization values.

Organizational culture as a series of values and norms that control the organization's members to interact with each other and with suppliers, customers, and others outside the organization. Organizational culture consists of the final state that the organization seeks to achieve (terminal value) and model drives organizational behavior (instrumental values). Ideally, the instrumental value to help organizations achieve terminal objectives. Actually, different organizations have different cultures because they process setting terminal and instrumental values are different.

According to Dessler (2008), organizational culture is characteristic values, traditions, and behavior of employees in the company. According to Luthans (2000) is the organizational culture norms and values that guide the behavior of members of the organization. Each member will behave in accordance with the prevailing culture in order to be accepted by the environment.

### **Work Environment**

According to Nitisemito (2000: 159), the working environment is both internal and external conditions that can affect morale and thus can be expected to finish the job faster and better.

According to Sedarmayanti (2003: 12), the condition of the work environment is said to be good or appropriate if humans can carry out activities optimally, healthy, safe, and comfortable. The suitability of the work environment can be seen as a consequence, in the long run, the working environments that are less good can require more labor and time and do not support the obtaining of an efficient work system design.

Type of work environment is divided into two, namely: (a) Environmental physical labor is a state of physical objects that are around the workplace that may affect personal either directly or indirectly (b) Work environment Non-physical is all the circumstances occur with regard to the employment relationship, good relations with superiors and with the relationships among co-workers, or subordinates.

A pleasant working environment for personnel through the binding of a harmonious relationship with superiors, peers, and subordinates and supported by adequate infrastructure is in place to work will bring positive impact on personal, so personal performance can be improved.

### **Job Satisfaction**

Job satisfaction is the level of pleasure someone feels for his role or work in the organization. The level of individual satisfaction that they receive is worth the various aspects of the work situation of the organization they work for. So job satisfaction concerns the psychological individual in the organization, which is caused by the conditions that he feels from his environment. Handoko (2004: 193-194) suggests that job satisfaction is a pleasant or unpleasant emotional state with employees looking at their work. Time/duration of completion is a reflection of one's feelings for his job. This can be seen from the positive attitude of employees towards work and everything in their environment.

The level of job satisfaction is one of the factors that influence work performance because it ultimately affects the effectiveness of the organization. And also employee job satisfaction is not enough just to be given incentives but employees also need motivation, recognition from superiors for the results of their work, work situations that are not monotonous and the opportunity for initiative and creation. Resources consist of human resources, facilities and infrastructure and financing determines the success of the organization to carry out its duties or operate well in achieving its objectives. An important aspect that supports success is nothing but the availability of adequate resources. In line with that Notoatmojo (2012) argues that: the development of a nation requires basic assets called resources both natural resources and human resources.

### III. RESEARCH METHODS

#### Research Population and Samples

The population is a generalization area consisting of objects/subjects that have certain quantities and characteristics set by researchers to be studied and conclusions drawn (Sugiyono, 2005). The sample is a partial withdrawal of the population to represent the entire population (Surakhmad, 2000).

The sample used by the authors in this study is personnel. The total number of personnel is 93 people. The number of samples used is based on Slovin formula =  $93 / (1 + 93 \times 0.052) = 75$ . This sample is taken using simple random sampling.

### IV. RESULTS AND DISCUSSION

#### 1. Effect of Organizational Culture and Environment on Personnel

Performance

Linear analysis models can be seen based on calculations using the SPSS program as follows.

**Table 1.** Results of the first equation analysis

| Model        | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|--------------|-----------------------------|------------|---------------------------|-------|------|
|              | B                           | Std. Error | Beta                      |       |      |
| 1 (Constant) | 26,812                      | 3,882      |                           | 6,906 | ,000 |
| X1           | ,434                        | ,131       | ,337                      | 3,321 | ,001 |
| X2           | ,315                        | ,090       | ,354                      | 3,483 | ,001 |

a. Dependent Variable: Y

Based on the table above, simultaneous structural equations  $Y = 0.337X1 + 0.354X2$

Y = Organizational Performance

X1 = Organizational Culture

X2 = Work Environment

**Table 2.** F value of a simultaneous persistent calculation

| Model        | Sum of Squares | df | Mean Square | F      | Sig.              |
|--------------|----------------|----|-------------|--------|-------------------|
| 1 Regression | 666,542        | 2  | 333,271     | 13,778 | ,000 <sup>b</sup> |
| Residual     | 1741,645       | 72 | 24,190      |        |                   |
| Total        | 2408,187       | 74 |             |        |                   |

a. Dependent Variable: Y

b. Predictors: (Constant), X1, X2

Based on the table above it is known that the calculated F value is 13,778 and the significance is 0.00. This value is smaller than 0.05. This means that the variables of organizational culture and work environment influence the performance of personnel simultaneously.

**Table 3.** Value of r squared first regression model

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|---------------|
| 1     | ,526 <sup>a</sup> | ,277     | ,257              | 4,91828                    | ,816          |

a. Predictors: (Constant), X1, X2

b. Dependent Variable: Y

Based on the table above it is known that the value of r squared is 27.7%, which means that the variables of organizational culture and work environment have an effect on personnel performance by 27.7% while the rest is influenced by other variables which are not included in the equation model.

#### 2. Analysis of the Effect of Organizational Culture on Personnel Performance Partially

The results of the analysis of the influence of organizational culture on performance partially can be seen in the following table.

**Table 4.** Results of the analysis of the second regression equation

| Model        | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|--------------|-----------------------------|------------|---------------------------|-------|------|
|              | B                           | Std. Error | Beta                      |       |      |
| 1 (Constant) | 33,571                      | 3,610      |                           | 9,299 | ,000 |
| X1           | ,507                        | ,139       | ,394                      | 3,658 | ,000 |

a. Dependent Variable: Y

The structural equation from the data above is  $Y = 0.394X1$   
 $Y$  = Personnel Performance  
 $X1$  = Organizational Culture

Based on the table of the results of the analysis above it is known that the organizational culture coefficient is 0.394. T value of 3.658. The significance value of 0.00. This significance value is smaller than 0.05. This means that organizational culture variables affect the performance of personnel partially.

**Table 5.** Value of r squared of the second equation

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | ,394 <sup>a</sup> | ,155     | ,143              | 5,27999                    |

a. Predictors: (Constant), X1

Based on the table above, it can be seen that the value of r squared is 0.155. This means that the influence of organizational culture variables on personnel performance is 15.5% and the rest is influenced by other variables not included in the equation model.

**3. Analysis of Environmental Effects on Personnel Performance Partially**

The results of the analysis of the influence of the work environment on performance partially can be seen in the following table.

**Table 6.** Results of the analysis of the third regression equation

| Model | Unstandardized Coefficients | Standardized Coefficients |            | t      | Sig. |
|-------|-----------------------------|---------------------------|------------|--------|------|
|       |                             | B                         | Std. Error |        |      |
| 1     | (Constant)                  | 36,649                    | 2,676      | 13,694 | ,000 |
|       | X2                          | ,363                      | ,095       |        |      |

a. Dependent Variable: Y

The structural equation from the data above is  $Y = 0.407X2$   
in this case  
 $Y$  = Personnel Performance  
 $X1$  = Work Environment

Based on the table of analysis results above, it is known that the coefficient of the work environment is 0.407. T value of 3.812. The significance value of 0.00. This significance value is smaller than 0.05. This means that the work environment variable affects the performance of personnel partially.

**Table 7.** Value of r squared third equation

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | ,407 <sup>a</sup> | ,166     | ,155              | 5,24523                    |

a. Predictors: (Constant), X2

Based on the table above, it can be seen that the value of r squared is 0.166. This means that the influence of Environmental variables on personnel performance is 16.6% and the rest is influenced by other variables which are not included in the equation model.

**4. Analysis of the Effect of Job Satisfaction on Personnel Performance Partially**

The results of the analysis of the influence of job satisfaction on performance partially can be seen in the following table.

**Table 8.** Results of the analysis of the fourth regression equation

| Model | Unstandardized Coefficients | Standardized Coefficients |            | t      | Sig. |
|-------|-----------------------------|---------------------------|------------|--------|------|
|       |                             | B                         | Std. Error |        |      |
| 1     | (Constant)                  | 38,043                    | 2,826      | 13,460 | ,000 |
|       | X3                          | ,389                      | ,126       |        |      |

a. Dependent Variable: Y

The structural equation from the data above is  $Y = 0.341X_3$   
 $Y$  = Personnel Performance  
 $X_1$  = Job Satisfaction

Based on the table of analysis results above, it is known that the job satisfaction coefficient is 0.341. T value of 3.099. The significance value of 0.00. This significance value is smaller than 0.05. This means that the variable job satisfaction affects the performance of personnel partially.

**Table 9.** Value of r quadratic fourth equat

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .341 <sup>a</sup> | .116     | .104              | 5,39932                    |

a. Predictors: (Constant), X3

Based on the table above, it can be seen that the value of r squared is 0.116. This means that the influence of environmental variables on personnel performance is 11.6% and the rest is influenced by other variables not included in the equation model.

### 5. Analysis of the Effect of Organizational Culture on Personnel Performance through Variable Job Satisfaction

The influence coefficient of organizational culture on personnel performance through job satisfaction can be seen in the following table

**Table 10.** Effect of organizational culture on personnel performance through job satisfaction

| Model | Unstandardized Coefficients | Standardized Coefficients |            | t    | Sig.  |      |
|-------|-----------------------------|---------------------------|------------|------|-------|------|
|       |                             | B                         | Std. Error |      |       | Beta |
| 1     | (Constant)                  | 15,212                    | 3,346      |      | 4,547 | ,000 |
|       | X1                          | ,262                      | ,128       | ,233 | 2,043 | ,045 |

a. Dependent Variable: X3

Based on the picture above it can be seen that the influence of organizational culture on personnel performance is 0.394. The influence of organizational culture on personnel performance through job satisfaction is  $0.233 \times 0.341 = 0.0794$ . In this case the direct effect is greater than the indirect effect so that it can be said that the job satisfaction variable is not an intervening variable.

### 6. Analysis of the Effect of the Environment on Personnel Performance through Variable Job Satisfaction

**Table 11.** The coefficient of influence of the work environment on personnel performance through job satisfaction

| Model | Unstandardized Coefficients |            | Standardized Coefficients | t    | Sig.  |      |
|-------|-----------------------------|------------|---------------------------|------|-------|------|
|       | B                           | Std. Error | Beta                      |      |       |      |
| 1     | (Constant)                  | 20,481     | 2,561                     |      | 7,997 | ,000 |
|       | X2                          | ,053       | ,091                      | ,069 | ,588  | ,559 |

a. Dependent Variable: Y

Based on the picture above it can be seen that the direct effect of the work environment on the performance of personnel is 0.407. While the influence of the work environment on personnel performance through job satisfaction is  $0.069 \times 0.341 = 0, 0235$ . In this case the direct effect is greater than the indirect effect so that it can be said that the job satisfaction variable is not an intervening variable.

## V. CONCLUSIONS AND SUGGESTION

### Conclusion

Variables of organizational culture and environment affect the performance of personnel simultaneously. The value of r squared is 27.7%, meaning that the variables of organizational culture and environment have an effect on personnel performance by 27.7% while the rest is influenced by other variables which are not included in the equation model.

Organizational culture variables influence the performance of personnel partially. T value of 3.658. The significance value of 0.00. This significance value is smaller than 0.05. The value of r squared is 0.155. This means that the influence of organizational culture variables on personnel performance is 15.5% and the rest is influenced by other variables which are not included in the equation model.

Environmental variables affect the performance of personnel partially. T value of 3.812. The significance value of 0.00. This significance value is smaller than 0.05. The value of r squared is 0.166. This means that the influence of environmental variables on personnel performance is 16.6% and the rest is influenced by other variables not included in the equation model.

Job satisfaction variables affect the performance of personnel partially. T value of 3.099. The significance value of 0.00. This significance value is smaller than 0.05. The value of r squared is 0.116. This means that the influence of environmental variables on personnel performance is 11.6% and the rest is influenced by other variables not included in the equation model.

The influence of organizational culture on personnel performance is 0.394. The influence of organizational culture on personnel performance through job satisfaction is  $0.233 \times 0.341 = 0.0794$ . In this case, the direct effect is greater than the indirect effect so that it can be said that the job satisfaction variable is not an intervening variable.

The direct effect of the work environment on the performance of personnel is 0.407. While the influence of the environment on personnel performance through job satisfaction is  $0.069 \times 0.3341 = 0.0235$ . In this case, the direct effect is greater than the indirect effect so that it can be said that the job satisfaction variable is not an intervening variable.

### **Suggestion**

Implementation of the organizational culture that can really improve the performance of employees at work. Therefore, the culture must be considered in the organization. This is done with the appreciation and experience against the prevailing culture in the organization and awareness of employee attitudes in understanding the organizational culture.

The work environment also needs to be considered in improving the performance of personnel. The work environment must be considered by way of improving the maintenance of facilities and infrastructures, develop good communication and respect other personnel in the organization.

Job satisfaction also needs to be improved so that the performance of the personnel to be better. Increased job satisfaction can be done in a way to meet the needs of personnel on a given income or salary, reward outstanding personnel and improve communication on the improvement of the organization.

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