

THE INFLUENCE OF ORGANIZATIONAL CULTURE AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE DURING THE COVID-19 PANDEMIC

Abdul Rachman^{1*}, Lilis Ardini²

¹ Doctoral of Management Science, STIESIA, Surabaya, Indonesia

² Faculty of Economics, STIESIA, Surabaya, Indonesia

rachman.calvaryabadi@gmail.com

Abstract: This study aims to examine and analyze the influence of organizational culture and job satisfaction both simultaneously and partially on the employee performance of PT. AS Surabaya. From this research, it will also be known which of the two variables has a dominant influence on employee performance. Respondents in this study were 18 people, as a whole employees of PT. AS Surabaya. Data were collected using questionnaire. The data analysis technique in this study used a multiple linear regression analysis model with the F test and the T test. Based on the results of data analysis, it is obtained that R is 0.973 with F = 131,081 with a significance of 0.000, indicating that organizational culture and job satisfaction simultaneously affect employee performance. Meanwhile R² = 0.946, gives the meaning that 94.6% variation in employee performance can be explained by variations in organizational culture and job satisfaction simultaneously and the rest (5.4%) is influenced by other variables not examined. For the effect of each variable partially, the organizational culture variable with a regression coefficient of 1.082 with a significance of 0.000 less than 0.05 means that organizational culture has a significant effect on employee performance by 10.82%. Job satisfaction variable with a regression coefficient of 0.050 with a significance of 0.583 is greater than 0.05, meaning that job satisfaction has no significant effect on employee performance.

Keywords: Organizational Culture, Job Satisfaction, Employee Performance

1. Introduction

As a pandemic, the spread of Covid-19 not only affects human health but also on various areas of life. One of the measurable impacts is in the economic sector. To Follow up the determination of Covid-19 as a global pandemic as World Health Organization (WHO) mentioned on March 11, 2020, the President of the Republic of Indonesia issued Presidential Instruction No. 4 of 2020 on refocusing activities, budget reallocation and procurement of goods and services in order to accelerate the handling of Covid-19 in Indonesia (Badilag.mahkamahagung.go.id, 2020).

According to the East Java Chamber of Commerce and Industry (Kamar Dagang dan Industri), the construction service business is experiencing a difficult time due to the Covid-19 pandemic. This is because most of the APBN (State Revenue and Expenditure Budget)

and APBD (Regional Revenue and Expenditure Budget) projects were trimmed to be allocated for handling and overcoming the Covid-19 disaster ([Coverage 6 Com, 2020](#)). This resulted in many companies experiencing a decrease in turnover.

One of the companies experiencing the impact of this pandemic is PT. AS Surabaya. The company, which was founded in 1993, is engaged in the distribution of scales, analysis and measurement instruments. Based on of interviews with the management of PT. AS Surabaya, it was known that during March to June 2020 there was a decline in company's turnover around 30%.

For this reason, during the pandemic, the company implemented several efficiency policies including reducing employee salaries with confirmation. This policy can be accepted by employees because the management communicates well about the existing conditions and provides motivation to employees so that employees can accept the policy and tend not to reduce their performance. During the Large-Scale Social Scale Limitation (PSBB) period this company implemented work from home and returned to work in the office after the PSBB period was over. After the PSBB in Surabaya ended, the company returned to implementing office work with health protocols.

According to data from the management of PT. AS Surabaya, in July 2020, the company's turnover began to stabilize. This is supported by the company's strategy to improve repair services when sales decline. The management stated that in general, the current performance of employees is good, seen from the turnover and work activities of employees.

As an organization, a company can run effectively in facing various challenges, if management functions such as planning, organizing, motivating and controlling function properly, and the supporting elements are available and meet the requirements. One of the most important elements that can support are: human resources in the company, employees and leaders. In addition, other influencing factors such as equipment, technology, and facilities also determine the success of the company. Thus, the existence of human resources with the ability and expertise is expected to improve company performance.

Company performance is greatly influenced by individual or employee contributions to its work unit (Aditama & Riyanto, 2020). Novitasari, *et al* (2020) state that performance is a goal-oriented process that is directed in order to ensure that various organizational processes are in accordance with their place/ function to maximize the productivity of employees, teams and finally increase organizational productivity. Therefore, employee performance is often a concern in improving company performance.

One of the things that affects employee performance is organizational culture. The study of how organizational culture affects performance is important during this pandemic because global conditions can force organizations to always be ready to face challenges and embrace change (Darlington, in Suwaryo: 2016). Organizational culture has a crucial effect on overall performance (Aucamp in Roos, 2005: 49). Culture leads to respected behaviors, the tendency of people to work constructively together, and ways of making decisions.

Besides that, another thing that can affect employee performance is job satisfaction. Job satisfaction has positive relation with employee performance, the higher job satisfaction, the higher employee performance (Syafiin: 2008). Employees will tend to work with enthusiasm if satisfaction can be obtained from their work and employee job satisfaction is a driving force for morale, discipline and employee performance in supporting the realization of company goals (Hasibuan, 2005: 37).

Some studies showed that the relationship between job satisfaction and employee performance was also found to be insignificant, so it is considered ambiguous and appropriate

for researched, as an effort to re-examine previous results (Buchanan, in Onyebuchi, *et al*: 2019). This research is interesting because the global changes that occurred during this pandemic influence on external and internal changes in the company which are directly related to employee job satisfaction.

PT. AS Surabaya experienced a decline in turnover during the early pandemic period. After the period from March to June 2020 the company recorded a decline in turnover, in July 2020 the company's turnover began to stabilize. In general, company management assesses that employee performance is good. This study will examine whether there is an influence of organizational culture and job satisfaction on the performance of employees of PT. ASS simultaneously or partially.

2. Literature Review

As an effort to support the company through its role, according to Mangkunegara (2002: 113) employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him. Hasibuan (2003: 37) explains that employee performance is the result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience and seriousness and time, which is a combination of three important factors, namely the ability and interest of a worker, the ability for acceptance. and an explanation of the delegation of tasks and the role and level of worker motivation.

One of the things that affects employee performance is organizational culture. According to Schein (in Roos, 2005: 55) organizational culture is an basic pattern that is created, discovered and developed by certain groups as learning to overcome problems of external adaptation and internal integration which are official and well executed and therefore taught / passed on to members. new members as an appropriate way of understanding, thinking and feeling related to problems.

Culture leads to valued behaviours, people tendencies to work constructively together, and their ways of making decisions. According to Schein (in Roos, 2005: 55) organizational culture is an archetype that is created, discovered and developed by certain groups as learning to overcome problems of external adaptation and internal integration which are official and well executed and therefore taught / passed on to members. new members as an appropriate way of understanding, thinking and feeling related to these problems

According to Robbins (2002: 279), organizational culture is a shared meaning system adopted by members that differentiates the organization from other organizations. This system of shared meaning is a key characteristic of an organization. Robbin revealed that there are 7 main characteristics as the essence of an organization's culture, namely: (1) Innovation and the courage to take risks, (2) Attention to details, (3) Result orientation, (4) People orientation, (5) Team orientation, (6) Aggressiveness, and (7) Stability. Each of these characteristics is on a continuum from low to high. Therefore assessing an organization based on these seven characteristics will produce a complete picture of the culture of an organization.

According to Aucamp (in Roos, 2005: 49), organizational culture has a crucial effect on overall performance. Culture leads to valued behaviors, the tendency for people to work constructively together, and ways of making decisions. Culture binds the members covered by that culture to behave in accordance with the existing culture. This strengthens the employee's attachment to the organization to work well.

Employees will tend to work with enthusiasm when they can obtain satisfaction from their work and then this employee job satisfaction drive morale, discipline and employee work performance to support the realization of company goals (Hasibuan, 2005: 95). High job satisfaction will make employees more loyal to the company or organization. To be more motivated at work, to work with a sense of calm, thus enabling high motivation and performance to be achieved.

There are some definitions about job satisfaction. According to Robbins (2002: 279), job satisfaction is the general attitude of an individual in carrying out his job. Schultz and Schultz (in Roos, 2008: 38) define job satisfaction as a person's positive and negative feelings and attitudes towards their work. In connection with the components of job satisfaction, Beck (in Roos, 2008: 46) states that job satisfaction theories include components of motivation, emotions and information as well as other behavioral theories. Walker (in Sriarwan, 2011) explain that job satisfaction refers to the suitability of a person's standards/ expectations for his job with actual conditions.

According to Luthan (in Tella, 2007: 4) job satisfaction is a feeling or emotional response to a work situation, the conformity between expectations and reality, and a person's positive and negative attitudes towards the characteristics of his job, which results in an effective response. Luthan added that there are 3 important dimensions of job satisfaction, namely: (1) Job satisfaction is an emotional response to work situations. Can't be seen but felt, (2) Satisfaction is often identified as how well the expectations match reality. For example, if an employee feels that he is working harder than others, he receives less appreciation, he will have a negative attitude towards work, superiors and colleagues. On the other hand, if they feel that they are being treated well, paid properly, they will be positive about their work, and (3) Job satisfaction describes several important attitudes related to the characteristics of the job that produce effective responses, including; job, salary, promotion opportunities, boss and co-workers

Based on the theoretical study that has been described previously, this research formulates a conceptual framework that states that organizational culture and job satisfaction affect employee performance. The conceptual framework is described as follows:

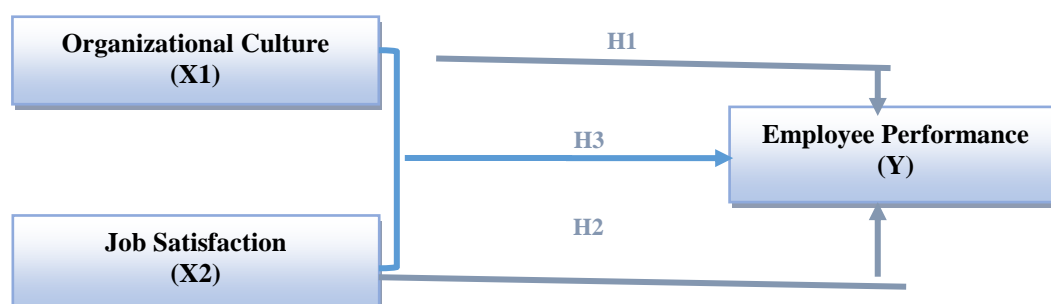


Figure 1. Research Model

This theoretical framework underlies this research hypothesis. From this theoretical framework, it is assumed that organizational culture and job satisfaction affect employee performance simultaneously and partially.

3. Method

This is a quantitative study using an explanation format. Explanation format is used to describe a generalization or explain the relationship of a variable with other variables. Therefore explanatory research uses hypotheses and inferential statistics are used to test these

hypotheses (Bungin, 2005: 51). Inferential statistics are statistics used to analyze sample data and the results will be generalized (referenced) for the population in which the sample is taken (Sugiyono, 2005: 14).

The population of this study were employees of PT. AS Surabaya as many as 18 employees. If the population is less than 100 (<100), according to Arikunto (2006: 134), it is better if the sample is taken from the entire population. So the sample of this research is all employees of PT. AS Surabaya with 18 employees consisting of 44.44% male employees and 55.56% female employees. A total of 18 employees filled out a questionnaire and all questionnaires were distributed and analyzed. This study aims to determine the effect of organizational culture and job satisfaction on employee performance. The variables in this study were identified as follows:

- a) Organizational Culture as the first independent variable (X1). This variable is measured by the Organizational Culture Scale developed from Robbin's definition (2002) as a shared meaning system adopted by members that distinguishes the organization from other organizations, which are key characteristics of an organization consisting of: (1) Innovation and the courage to take risks. , (2) Attention to detail, (3) Result orientation, (4) People orientation, (5) Team orientation, (6) Aggressiveness, and (7) Stability.
- b) Job Satisfaction as the second independent variable (X2). This variable is measured by the Job Satisfaction Scale developed from Luthan's 3 dimensions of job satisfaction (in Tella, 2007), namely: (1) emotional response to work situations, (2) conformity between expectations and reality, to work, superiors and colleagues, and (3) important attitudes related to job characteristics that produce an effective response, including: job, salary, promotion opportunities, superiors and colleagues
- c) Employee performance as the dependent variable or dependent variable (Y). This variable is measured by the Employee Performance Scale which was developed from the definition of Hasibuan (2003) as a result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience and sincerity and time, which includes several aspects, namely: loyalty. , honesty, creativity, cooperation, leadership, personality, initiative, skills and responsibility.

The instrument used in this study was a questionnaire arranged on a Lickert scale 1-5. The scale will represent the rank of the answers which will then be added up. The assessment score criteria for measuring respondents' answers are as shown in the table below:

Table 1. Measurement Scale

Assessment Criteria	Score	The Degree of the assessment assumption
Very inappropriate	1	Not very good
Inappropriate	2	Not good
Doubtful	3	Pretty good
Appropriate	4	Well
Very appropriate	5	Very good

To avoid the respondent's habit of choosing center tendency, the answer to choice is no.3 of the questions in the study is not displayed.

Hypothesis test used in data analysis is T test (partial) and F test (simultaneous). T test is used to test the partial (individual) significance of the independent variables that affect the dependent variable. The goal is to test the correctness of the regression coefficient.

4. Result and Discussion

As a used test activity, these questionnaires has already test in validity and reliability after distributed to employees. The following is the first reliability data, the number of valid items and the reliability value of the instrument with only valid items used.

Table 2. Instrument Reliability Test

Variable	Alpha Cronbach	Number of items	Number of valid items	Alpha Cronbach	Information
Organizational culture	0.799	16	13	0.863	Reliable
Job satisfaction	0.947	20	20	0.947	Reliable
Employee performance	0.861	26	15	0.876	Reliable

Then, the data were analyzed using these valid items. Before testing the hypothesis, a classic assumption test is carried out which includes: Multicollinearity assumption test, heteroscedicity, auto correlation and normality test, which results show that the data is normally distributed. Next is hypothesis testing. The results of the simultaneous hypothesis test are as follows:

Table 3. ANOVA

Model	Sum Of Square	Df	Mean Square	F	Sig.
Regression	1,520	2	760	131,081	0.000
Residual	0,087	15	0,006		
Total	1,606	17			

Table 4. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F Change
1	0,973a	0,946	0,939	0,07613	131,081

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

b. Dependent Variable: Employee Performance

In simultaneous hypothesis testing, based on the results of data analysis with SPSS, it was obtained R of 0.973 with F = 131,081 with a significance level of 0.000, indicating that organizational culture and job satisfaction simultaneously have a strong relationship with performance. Meanwhile R² = 0.946, indicating that organizational culture and job satisfaction simultaneously have a significant effect on performance. These results indicate that the hypothesis that organizational culture and job satisfaction have an effect on performance is acceptable. The value of R² means that 94.6% of performance variations can be explained by variations in organizational culture and job satisfaction simultaneously and the rest (5.4%) is influenced by other variables that are not analyzed.

The next test is a partial hypothesis test. The results of the partial hypothesis test are as follows:

Table 5. Partial Hypothesis Test

Model	Unstandardized Coefficients		Standardized Coefficient	t	Sig.
	B	Std. Error	Beta		
(Constant)	-0.239	0.301		-0,797	0.438
Organizational culture	1,082	0.088	1,003	12,258	0.000
Job satisfaction	-0.028	0.050	-0.046	-0,562	0.583

Dependent Variable: PERFORMANCE

The partial hypothesis which says that each variable, organizational culture and job satisfaction have an effect on performance can be explained as follows.

1. Organizational culture variable with a regression coefficient of 1.082, with a significance of 0.000 less than 0.05, it means that organizational culture has a significant effect on performance. Based on these results, the hypothesis that organizational culture has an effect on performance is acceptable. By paying attention to the regression coefficient, the variation in performance is influenced by variations in organizational culture by 10.82%, a positive value means that organizational culture is related to performance. That is, the higher the organizational culture, the higher the employee's performance.
2. Job satisfaction variable with a regression coefficient of -0.028 with a significance of 0.583 greater than 0.05, it means that job satisfaction has no significant effect on performance. Thus the hypothesis which states that job satisfaction has a statistical effect on performance is rejected. The implication is that if the job satisfaction variable changes, the performance will experience insignificant changes.

Discussion

The Influence of Organizational Culture and Job Satisfaction on Employee Performance

Simultaneously the analyzed predictor variables (organizational culture, and job satisfaction) significantly influence the performance of employees of PT. AS Surabaya. These results indicate that the higher the organizational culture and job satisfaction together in each employee, the higher the employee's performance level.

According to Cranny, *et al* (in Onyebuchi: 2019) job satisfaction supports employee morale. High job satisfaction will increase the interaction climate and or organizational culture so that it will greatly affect employee performance. This is in accordance with the opinion of Hasibuan (2005: 37) that job satisfaction must be created as well as possible so that employee morale, dedication, love and discipline increase. This satisfaction has an effect on current performance along with organizational culture, meaning that it will have an effect when most of the employees experience the same conditions and build an organizational culture towards increasing or decreasing employee performance together.

These results provide information to management that to improve the performance of employees of PT. AS Surabaya, they needs to pay attention to and improve these two things. By paying attention to the significance of the influence of the two variables together on employee performance, management needs to seek policies that encourage an organizational culture that can consistently influence job satisfaction so that employee performance can be continuously improved.

The Influence of Organizational Culture on Employee Performance

From the analysis and testing of hypotheses about the effect of organizational culture partially on employee performance, it shows that organizational culture has a significant effect on employee performance. The positive relationship between organizational culture and employee performance shows that the stronger the shared meaning system adopted by employees that differentiates this organization from other organizations, the more employee performance will be. This system of meaning includes: innovation and courage to take risks, attention to detail, results orientation, people orientation, team orientation, stability.

This is in line with Aucamp (in Roos, 2005: 49) which states that organizational culture has a crucial effect on overall company performance and employee performance.

Organizational culture will direct employees to respectful behavior, the tendency of employees to work constructively together, and the way they make decisions. So, if a set of company rules has become a culture in the organization, employees will behave in accordance with that culture without coercion. This will increase his enthusiasm for working as well as possible with willingness and sincerity.

These results can provide information for management about opportunities to improve employee performance. By seeing the influence of organizational culture on performance, management can seek to improve employee performance through enhancing the organizational culture of PT. AS Surabaya

The Effect of Job Satisfaction on Employee Performance

From statistical analysis in testing the hypothesis about the partial effect of job satisfaction variables on employee performance shows that job satisfaction does not have a significant effect on employee performance. This shows that the level of employee satisfaction as an emotional response to the work situation, the suitability of expectations and reality, as well as positive and negative attitudes of employees towards job characteristics that produce an effective response, has no significant effect on their performance in the company. This means, whether the employee is satisfied or not, it does not affect their performance.

This is possible because during this pandemic there were several company policies that tended to reduce the level of job satisfaction, but employees could understand because of the global pandemic conditions and compare with other companies affected by the pandemic so that there were layoffs. Based on the results of this study, job satisfaction does not have a partial effect, but it simultaneously affects organizational culture.

This is also found in Aziri's (2011) research which reveals that job satisfaction affects employee performance through other variables, employee work motivation and productivity. The same thing was conveyed by Onyebuchi, *et al* (2019) that the results of research which showed the relationship between job satisfaction and employee performance were also found to be insignificant. Onyebuchi, *et al* added that job satisfaction increases employee commitment to the company / organization and increases work motivation. This is what supports the improvement of employee performance. So, job satisfaction does not directly affect performance, but it does affect employee performance when interacting with other variables, including organizational culture, organizational commitment, and work motivation.

Thus, although some employees expressed some dissatisfaction, with a good organizational culture, employee performance in general tends to be good. For that, the management of PT. AS Surabaya must to pay attention to the development of organizational culture to improve employee performance during a pandemic where some sources of job dissatisfaction cannot be avoided.

5. Conclusions

Based on the results of data analysis, it is obtained that R is 0.973 with F-count 131,081 with a significance of 0.000, indicating that organizational culture and job satisfaction simultaneously have an effect on employee performance. Meanwhile $R^2 = 0.946$, meaning that 94.6% of employee performance variations can be explained by variations in organizational culture and job satisfaction simultaneously and the rest (5.4%) which is influenced by other variables not studied.

For the effect of each variable partially, the organizational culture variable with a regression coefficient of 1.082 with a significance of 0.000 less than 0.05 means that organizational culture has a significant effect on employee performance by 10.82%. Job

satisfaction variable with a regression coefficient of 0.050 with a significance of 0.583 is greater than 0.05, meaning that job satisfaction has a significant effect on employee performance.

In this pandemic conditions, employee satisfaction tends to decline, but with a good organizational culture, companies get good employee performance. The implication of this research is that in order to improve the performance of employees of PT. AS Surabaya needs to consider programs to increase organizational culture and increase job satisfaction through organizational culture.

For further researchers, they can develop action research or experiments to improve employee performance through the development of a specific organizational culture related to job satisfaction. Researchers can also test other factors that influence employee performance simultaneously and partially.

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