



Organizational Culture, Communication, and Job Satisfaction on Employee Performance in the Regional Disaster Management Agency

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ABSTRACT

This study aims to analyze the influence of organizational culture, communication, and job satisfaction on employee performance. This type of research was explanatory research, to test the relationship between several variables through testing several hypotheses. The sample population in this study were 54 employees who work in regional disaster management agencies in North Barito Regency, Central Kalimantan Province by distributing questionnaires and then processing using multiple regression analysis. The results showed that organizational culture, communication, and job satisfaction partially and simultaneously had a significant effect on employee performance within the Regional Disaster Management Agency of North Barito Regency.

INTRODUCTION

Management is the process of utilizing all the resources owned by the organization to achieve the goals that have been set. The bigger the organization, the bigger the employees who work in the organization. Every organization wants to have professional, loyal, highly dedicated and guaranteed human resources, realizing that human resources are a very important asset, which drives all the wheels of the organization, then the development of human resources is placed at the highest order. Therefore the organization must think of ways that can be done to develop employees so that they can encourage the progress of their organization to jointly achieve organizational goals.

Employee performance is a very important thing in the company's efforts to achieve its goals. The definition of performance is the work (output) both quality and quantity achieved by an employee in carrying out his work duties following the responsibilities given to him (Risnadi, 2019). A different definition of Zainal et al. (2009) defined performance as real behaviour that is displayed by everyone as work performance produced by employees according to their role in the company. According to Mathis and Jackson (2011), performance is basically what employees do or don't do. Furthermore, Arifin (2017) explained performance is the level of employee work that results in achieving the requirements of the given job. Temporary Danna and Griffin (1999) defined performance as one of the total collections of work that exists in workers. According to Ulfa & Ridwan (2015), a person's performance is a combination of ability, effort, and opportunity that can be assessed from the results of his work which includes elements, namely quantity of results, quality of results, timeliness of results,

attendance and ability to work together. Whereas Tampubolon et al. (2015) defined performance as the process by which the organization evaluates or assesses employee performance.

Performance is one of the most important factors in an organization because it can be used as a reference or benchmark to measure the level of success of the business organization in a certain period. Mangkunegara (2015: 67) defined performance as the result of work in quality and quantity achieved by an employee in carrying out his duties following the responsibilities given to him. A good performance system following the organization is needed so that an organization can continue to grow and compete in this increasingly competitive business world.

In the opinion of Ouchi (1981) in Putra et al. (2022), organizational culture is a set of values and myths that communicate the underlying values and beliefs to its employees. Meanwhile, according to Miller (1984) in Yang et al. (2014), organizational culture is a set of primary value systems consisting of eight principles, namely the principle of purpose, consensus, excellence, achievement, empiricism, unity, intimacy, and integrity as norms or guidelines for organizational members in their behaviour and solving company problems. Understanding organizational culture is a system of shared meaning held by members that distinguish the organization from other organizations. Furthermore, Robbins (2013) stated that a system of shared meaning is formed by its citizens which at the same time differentiates it from other organizations. The shared meaning system is a key character set of organizational values.

Definition of communication according to Robbins (2013), communication is the delivery/transfer and understanding of meaning. This is based on the fact that when two people communicate in different languages, the goal of communication is not only the transfer of meaning but also a deep understanding of the meaning. Thoha (2012) put forward various definitions of communication, including Communication is a process of delivering and receiving news or information from one person to another. Behaviour that occurs in an organization is a key element in this communication process. Pakpahan et al. (2014) argued that the term communication has many meanings so experts will put forward different formulations.

The purpose of communication in the organization is mutual understanding, in the sense of trying to understand each other between members in the organization. Communication in the organization involves four things, among others: (1) controlling the behaviour of its members, (2) as a keeper of motivation, (3) functioning as a statement of emotion, and (4) functioning as informative. Meanwhile, according to Robbins (2013), communication flows in the organization include vertical communication and horizontal communication. Each of these communication flows has very clear functional differences (Pace and Faules, 2005) in terms of communication (Paramitha, 2017).

Job satisfaction delivered by Robbins (2013) is a general attitude toward a person's job that shows the difference between the number of awards workers receive and the amount they believe they should receive. Another opinion is that job satisfaction is the assessment of one's work as an achievement or enabling the achievement of the values of one's work are important, giving these values is comparable to or helps meet one's basic needs. In this definition, it can be concluded that there are two important elements in job satisfaction, namely job values and basic needs.

According to the opinion of Joharis (2016), job satisfaction is the favorableness or unfavorableness of employees' views of their work. Job satisfaction means a feeling of supporting or not supporting something experienced by employees in carrying out their work. Wexley and Yukl in Abidin (2010) defined job satisfaction as the way an employee feels about his or her job. This means that job satisfaction is the way employees feel about themselves or their work.

Empirical facts about the effect of job satisfaction on performance are shown by the results of research from Kristiyanto (2019) and Cahyana (2017) which stated that job satisfaction has a significant effect

on employee performance, although Nurriqli's research (2021) stated that job satisfaction partially has no significant effect. on employee performance. While the results of research from Wahyudi (2019) stated that job satisfaction partially had a positive but not significant effect on employee performance. The performance of some employees at the Department of Agriculture and Fisheries of Lamandau Regency showed conditions that are not following the targets set by the Department of Agriculture and Fisheries of Lamandau Regency. The low performance of employees can be seen from the presence of several cases of absenteeism by several employees.

Research results from Hakim and Kusdiyanto (2010) showed that there is a significant influence of organizational culture on performance. Research results from Hee et al., (2019) stated that there was a significant effect of communication on employee performance. Research result Arifin et al. (2019) stated that job satisfaction has a significant effect on employee performance. The purpose of this study is to analyze the influence of organizational culture, communication, and job satisfaction on employee performance.

METHOD

This type of research was explanatory research. According to Sugiyono (2018:107), explanatory research is research that explains the position of the variables studied in a study. The purpose of explanatory research is to test the relationship between several variables through testing several hypotheses. The data collected must be verifiable, timely, appropriate and can provide a comprehensive picture. Then the types of data used were:

1. Quantitative data, namely data in the form of numbers that can be calculated, which is obtained from the calculation of the questionnaire that will be carried out related to the problem carefully.
2. Qualitative data, namely data that is not in the form of numbers, was obtained from interviews with employees within the Regional Disaster Management Agency of North Barito Regency related to rigorous problems.

The research data sources are divided into two, namely primary data sources and secondary data sources:

1. Primary Data, namely data obtained by the author directly from respondents, namely employees of the Regional Disaster Management Agency of North Barito Regency in the form of interviews and written responses of respondents to some questions posed in the research questionnaire.
2. Secondary Data, namely supporting data obtained by the author from several sources that were considered to have relevance to this research such as the profile of the Regional Disaster Management Agency of North Barito Regency, the organizational structure of the Regional Disaster Management Agency of North Barito Regency, data on the number of employees in the Disaster Management Agency of North Barito Regency, and other data related to the problem under study.

The population in this study were all employees in the Regional Disaster Management Agency of North Barito Regency, amounting to 115 people, using the Slovin formula, a sample of 54 employees was obtained which was taken by probability sampling. The data collecting method in this research in the form of interviews was used as a data collection technique if the researcher wants to conduct a preliminary study to find phenomena or problems that must be investigated and if the researcher wants to know in-depth things that can be obtained from respondents and the number of respondents is small or small. a little. Then observations by making direct observations of employee activities in the Regional Disaster Management Agency of North Barito Regency, documentation to complete observations and interviews, and finally distributing questionnaires that had been prepared by researchers in writing by distributing several questionnaires and accompanied by alternative answers to be given to respondents.

Several tests were used before the data was processed in the form of a validity test used to measure the validity or validity of a questionnaire. Reliability test using Cronbach Alpha consistent if it has a Cronbach Alpha greater than 0.70. The classical assumption test that was done is the normality test, multicollinearity test, heteroscedasticity test, and autocorrelation test. Then it was processed using multiple linear regression through the t-test to determine whether there is an effect of the independent variable on the dependent variable partially and the F-test was used to test whether there is a significant effect between the independent variables together on the dependent variable with the feasibility of the model generated using the test. The feasibility of the model is at the level of 5%. If the significance value of the F test < 0.05 , the model used in the study is feasible and can be used for subsequent analysis, and vice versa. The criteria for testing the research hypothesis are as follows:

- If $F_{count} > F_{table}$, then H_0 is accepted
- If $F_{count} < F_{table}$, then H_0 is rejected

Based on the description, the hypotheses in this study are as follows:

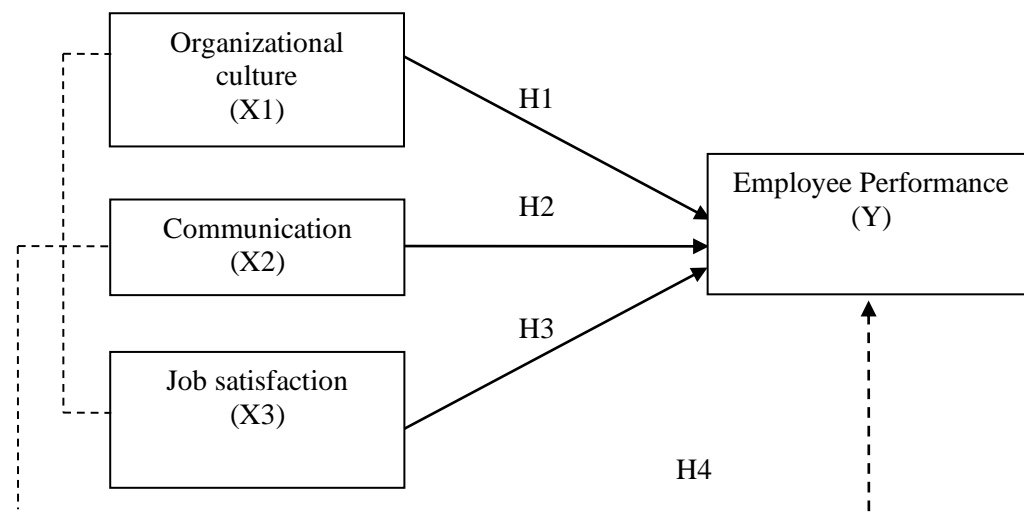
H1: Organizational culture has a partial effect on employee performance within the Regional Disaster Management Agency of North Barito Regency.

H2: Organizational communication has a partial effect on employee performance within the District Disaster Management Agency North Barito Regency.

H3: Job satisfaction has a partial effect on employee performance within the Regional Disaster Management Agency of North Barito Regency.

H4: Organizational culture, organizational communication, and job satisfaction have a simultaneous effect on employee performance within the Regional Disaster Management Agency of North Barito Regency.

This research was made based on the framework of thinking that can be seen in Fig 1.



Source: processed data, 2022

Fig. 1 Conceptual Framework

RESULTS AND DISCUSSION

Most age employees at the Regional Disaster Management Agency of North Barito Regency 20-30 years old, this is because in Environment The Regional Disaster Management Agency of North Barito Regency often carries out external services dealing with various kinds of disasters such as landslides, floods, and fires so that it requires a strong physique so that most of the respondents' ages range from 20-30 years (Table 1).

Table 1

Identity of Respondents by Age

No	Age	Frequency	Percentage
1	20-30 Years	28	51.9
2	31-40 Years	10	18.5
3	41 – 50 Years	10	18.5
4	> 50 Years	6	11.1
Amount		54	100.00

Source: Processed primary data, 2022

Most gender employees at the Regional Disaster Management Agency of North Barito Regency are male gender, this is caused because of work in the Environment The Regional Disaster Management Agency for North Barito Regency requires a stronger physique and is often outside or in the open, not knowing the time, so it requires more men than women (Table 2).

Table 2

Identity of Respondents by Gender

No	Gender	Frequency	Percentage
1	Man	36	66.7
2	Woman	18	33.3
Amount		54	100.00

Source: Processed primary data, 2022

Based on Table 3, it can be seen that the education of respondents who graduated from SMA was 23 people or 42.6%, DIII graduates were 3 people or 5.6%, S1 graduates were 26 people or 48.1%, and S2 graduates were 2 or 3, 7%. So it can be concluded that most of the employees at the Regional Disaster Management Agency of North Barito Regency S1 graduate.

Table 3

Identity of Respondents Based on Education

No	Education	Frequency	Percentage
1	Senior High School	23	42.6
2	DIII	3	5.6
3	S1	26	48.1
4	S2	2	3.7
Amount		54	100.00

Source: Processed primary data, 2022

Based on the calculation results of the SPSS (Statistical Package for Social Science) program, it was obtained that the t-test hypothesis testing can be seen in Table 4.

Table 4

t-Test Result of Hypothesis Testing

No.	Variable	t	Sig.
1	Organizational Culture (X1)	2,551	0.014
2	Organizational Communication (X2)	2,239	0.030
3	Job Satisfaction (X3)	3,706	0.001

Source: Primary data processed 2022

Hypothesis testing organizational culture effect on performance (H1)

In this study, hypothesis 1 proposed is as follows:

H1: Organizational culture has a partial effect on employee performance within the Regional Disaster Management Agency of North Barito Regency.

Based on the calculation of the SPSS (Statistical Package for Social Science) program, it is known that the significance of the influence of organizational culture (X1) on employee performance (Y) is 0.014 less than 0.05 so it is significant. While the number of t-test = 2.551 is greater than t-table = 1.676 (df = n-k-1 = 54-3-1 = 50, $\alpha = 0.05$, unilateral test). Thus H1 is accepted, meaning that organizational culture has a partial effect on employee performance within the Regional Disaster Management Agency of North Barito Regency.

Hypothesis test of organizational communication effect on performance (H2)

In this study, hypothesis 2 proposed is as follows:

H2: Organizational communication has a partial effect on employee performance within the Regional Disaster Management Agency of North Barito Regency.

Based on the calculation of the SPSS (Statistical Package for Social Science) program, it is known that the significant number of the influence of organizational communication (X2) on employee performance (Y) is $0.030 < \alpha = 0.05$ so it is significant. While the number of t-test = 2.239 > t-table = 1.676 (df = n-k-1 = 54-3-1 = 50, $\alpha = 0.05$, one-sided test). Thus, H2 is accepted, meaning that organizational communication has a partial effect on employee performance within the Regional Disaster Management Agency of North Barito Regency.

The hypothesis test of job satisfaction affects employee performance (H3)

In this study, hypothesis 3 proposed is as follows:

H3: Job satisfaction has a partial effect on employee performance in the Regional Disaster Management Agency of North Barito Regency.

Based on the calculation of the SPSS (Statistical Package for Social Science) program, it is known that the significant number of the influence of the work environment (X3) on employee performance (Y) is $0.001 < \alpha = 0.05$ so it is significant. While the number of t-test = 3.706 > t-table = 1.676 (df = n-k-1 = 54-3-1 = 50, $\alpha = 0.05$, one-sided test). Thus, H3 is accepted, meaning that job satisfaction has a partial effect on employee performance within the Regional Disaster Management Agency of North Barito Regency.

In this study, to find the effect of the independent variables from the multiple linear regression equation together, it can be tested using the F test (Table 5).

Table 5
F-Test Result of Hypothesis Testing

Model	F-test	Sig.
Regression	26.030	0.000

Data source SPSS output

In this study, hypothesis 4 proposed is as follows:

H4: Organizational culture, organizational communication, and job satisfaction have a simultaneous effect on employee performance in the Regional Disaster Management Agency of North Barito Regency.

This research is perceptual, namely explaining the respondents' perceptions of organizational culture, organizational communication, and job satisfaction on employee performance in the Regional Disaster Management Agency of North Barito Regency. Respondents in this study were employees of the

Regional Disaster Management Agency of North Barito Regency. The research results were described sequentially according to the order of the research objectives, as follows:

The influence of organizational culture affected performance

Organizational culture is proven to have a significant effect on employee performance within the Regional Disaster Management Agency of North Barito Regency. From the results of statistical calculations using SPSS in table 5.34 for the organizational culture variable (X1), the t-value of 2.551 is greater than the t-table of 1.676 with a significance level of 0.014. The resulting significant value is smaller than 0.05. This means that the employee performance variable (Y) can be explained partially by the influence of the organizational culture variable (X1). So it can be concluded that the organizational culture variable (X1) with elements of innovation and courage to take risks (X1.1), attention to detail (X1.2), results-oriented (X1.3), human-oriented (X1.4), and team-oriented (X1.5). The results of this study support research that had been carried out by Shahzad (2014) which showed that there is a significant influence of organizational culture on performance, meaning that the better the organizational culture applied by the organization, the higher the performance of its employees.

Culture is a manifestation of the behaviour of the actors in the organization. Organizational culture refers to a system adhered to by members of the organization that distinguishes the organization from others. Organizational culture is needed in understanding the organization because organizational culture learns about distinctive behaviour as the identity of the organization to develop the performance of organizational actors in achieving the desired goals (Yateno, 2020: 325).

Organizational communication is proven to be significant in employee performance within the Regional Disaster Management Agency of North Barito Regency. From the results of statistical calculations using SPSS in table 5.34 for the organizational communication variable (X2), the t-value of 2.239 is greater than the t-table of 1.676 with a significance level of 0.030. The resulting significant value is smaller than 0.05. This means that the employee performance variable (Y) can be explained partially by the influence of the organizational communication variable (X2). So it can be concluded that the organizational communication variable (X1) with elements of ease of obtaining information (X2.1), communication intensity (X2.2), communication effectiveness (X2.3), level of message understanding (X2.4), and attitude change (X2.5). The results of this study support research that had been carried out by Hee et al. (2019) which stated that there is a significant effect of communication on employee performance.

Communication is not an option, communication occurs at any time anywhere including in the organization, sometimes unexpectedly or without being planned and realized. However, if we look at the role of communication in organizations, there are several reasons why communication problems are one of the important tools in achieving organizational goals. Communication is without a doubt one of the tools in an organizational relationship that is used by people from the highest to the lowest levels in any organization. In other words, the organizational and communication strategy is how a double-edged sword as a system in a single unit that runs concurrently.

Job satisfaction has been proven to have a significant effect on the performance of employees in the Regional Disaster Management Agency of North Barito Regency. From the results of statistical calculations using SPSS in table 5.34 for the job satisfaction variable (X3), the t-value of 3.706 2.872 is greater than the t-table value of 1.676 with a significance level of 0.001. The resulting significant value is smaller than 0.05. This means that the employee performance variable (Y) can be explained partially by the influence of the job satisfaction variable (X2). So it can be concluded that the variables of job satisfaction (X3) with elements of salary (X3.1), the work itself (X3.2), promotion (X3.3), supervisor (X3.4), and co-workers (X3.5). The results of this study support research that had been carried out by Arifin et al. (2019) that job satisfaction reflects a person's feelings towards his job. This impacts the positive attitude of employees towards work and everything that is encountered in the work environment. Satisfaction occurs when individual needs have been met and are related to the

degree of likes and dislikes associated with employees; is a general attitude that employees have that is closely related to the rewards they believe they will receive after making a sacrifice. Each individual will have a different level of satisfaction according to the value system that applies to him. The more aspects of work that match the interests and expectations of the individual, the higher the level of perceived satisfaction and vice versa. The measure of satisfaction is based on the reality that is faced and accepted as compensation for the effort and effort given. Job satisfaction depends on the suitability or balance between what is expected and reality. Indications of job satisfaction are usually associated with absenteeism levels, labour turnover rates, work discipline, loyalty, conflicts in the work environment, and so on (Yateno, 2020:71). In the Regional Disaster Management Office of North Barito Regency, there is still a lack of employee satisfaction due to lack of leadership support for increasing career paths in the agency, where this will have an impact on employee performance.

CONCLUSIONS

Based on the results of the analysis of the data above, it was concluded that organizational culture, communication, and job satisfaction partially had a significant effect on employee performance within the Regional Disaster Management Agency of North Barito Regency. Simultaneously organizational culture, organizational communication, and job satisfaction simultaneously had a significant effect on employee performance in the Regional Disaster Management Agency of North Barito Regency.

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