

The Effect of Organizational Culture, Job Satisfaction and Organizational Citizenship Behaviors on Performance of Employees of Tourism and Culture of Kabupaten Kerinci

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Abstract

This study aims to see the effect Organizational Culture, Job Satisfaction and Organizational Citizenship Behavior (OCB) on Employee Performance of the Kerinci Regency Tourism and Culture Office jointly and individually. The population in this study all over There are 65 employees of the Kerinci Regency Tourism and Culture Office. The technique of determining the number of samples taken as respondents using total sampling. The results of this study indicate that (1) Organizational Culture gave a significant positive influence on the performance of the Kerinci Regency Tourism and Culture office staff (2) Job satisfaction has a positive influence on the performance of the Kerinci Regency Tourism and Culture Office (3) OCB has a positive influence on the performance of the Kerinci Regency Tourism and Culture office employees (4) Organizational Culture, Job Satisfaction and OCB collectively have a positive effect on the Performance of the Office of Tourism and Culture of Kerinci Regency.

Keywords: Performance, Organizational Culture, Job Satisfaction and OCB

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I. Preliminary

Human resource management can be said as the basis of an organization and a company to run the organization in achieving the goals of the organization and company. Human resource management is the process of managing human capabilities to achieve organizational goals (Snell & Bohlander, 2013). The quality of human resources in organizations and companies is an important factor in organizations and companies because it will affect the level of success in achieving goals in the organization and company. So, every company should have human resources that are well managed in order to achieve helping organizations and companies achieve their goals. According to (Firmansyah et al, 2014) reinforces this statement by saying that successful organizations need employees who can perform far beyond their expectations. Therefore, every company competes to have the best employees. Companies need to do something to attract prospective employees.

Performance basically focuses on problems in the planning, implementation process, and also the results obtained after carrying out the work. In government agencies, performance is usually referred to as an answer to the success or failure of the initial objectives of the work programs and policies that have been set. The matter of performance is very important, because performance is one of the most important benchmarks of organizational quality. Improving the performance of government officials is one of the development strategies for a country in carrying out its state processes. Performance (work performance) is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him (Mangkunegara, 2012: 18). An employee is said to have a good performance if the employee is able to produce results that are the same or exceed the standards or criteria that have been set together in the organization. Conversely, employees are said to have no performance if the work results are less than the standards or criteria that have been set together.

Successful and effective organizations are organizations with individuals who have good performance (Sudarmanto, 2011: 6). So, if employees in the organization have good performance, the effectiveness or success of the organization will be achieved. Employee performance will be high if the job satisfaction felt by employees is also high. Employee satisfaction can also come from a comfortable work environment and can motivate employees to improve their performance.

The Department of Tourism and Culture (Disparbud) of Kerinci Regency has the main task of assisting the Regent in carrying out regional government affairs based on the principle of autonomy in the tourism and culture sector as well as assistance tasks. Apart from these tasks, Disparbud Kerinci Regency has the following functions: a. formulating technical policies in the field of culture and tourism; b. administering government

affairs and public services in the fields of culture and tourism; c. guidance and implementation of duties in the field of culture and tourism; and D. implementation of other duties assigned by the Regent in accordance with his duties and functions.

Table 1
Performance Indicator Disparbud Kerinci Regency

No.	Performance Indicators	Realization (%)		
		2017	2018	2019
1	Tourism Destination Development Program	12	14	15
2	Partnership Development Program	92	92	90
3	Tourism Marketing Development Program	80	77	77
4	Cultural Value Development Program	76	78	75
5	Cultural Diversity Management Program	45	42	41
6	Cultural Property Management Program	48	47	42
	Average	59	58	57

Source: Lakip Disparbud 2017-2019

From Table 1, it can be seen that the performance indicators of the Kerinci Regency Disparbud from 2017-2019. In the table, it can be seen that the average performance indicators for Disparbud have decreased from 2017-2019. In 2007, it reached 59%, decreased to 57% in 2019. In the first indicator, the Tourism Destination Development Program in 2017 reached 12% then decreased in 2018 to 11%. Likewise, the last indicator of the Cultural Wealth Management Program in 2017 reached 48% then decreased to 42% in 2019. This situation has shown a problem with the performance of Disparbud employees in Kerinci Regency.

Decrease in employee performance Disparbud Kerinci Regencypresumably influenced by several factors. Factors that are thought to influence performance, such as organizational culture, job satisfaction, and organizational citizenship behavior (OCB). Thus, an institution or organization should be able to control the important factors that affect performance in organizations and companies to maintain the level of performance of the organization and company.

II. Method

The population in this study is allEmployees at Disparbud Kerinci Regency as many as 65 people.The sampling technique used was total sampling technique (whole sample), *total sampling* is a sampling technique where the number of samples is the same as the population (Sugiyono, 2007). The reason for taking the total sampling is because according to Sugiyono (2007) the total population is less than 100, the entire population is used as the research sample.Therefore the sample in this study is the same as the population, namely the wholeemployees at Disparbud Kerinci Regency, amounting to 65 (sixty five) people.

Hypothesis testing in this study uses multiple regression analysis. Multiple regression analysis aims to determine the causal relationship between the influencing variables and the affected variables. With the multiple regression equation model as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e \dots\dots\dots (1)$$

Where:

- Y = Performance
- a = Intercept constant
- X1 = Organizational Culture
- X2 = Job Satisfaction
- X3 = OCB
- b1,,... b3 = Regression Coefficient
- e = Error Term

III. Research Result

Normality test

The author used this normality test to test the normality of the regression model. Testing is done using the method*kolmogorov-smirnov test*against each variable. The regression model is normally distributed if the Kolmogorov-Smirnov sign value for each variable is greater than $\alpha = 0.05$. The results of the normality test can be seen in table 2.

Table 2
Normality Test Results

One-Sample Kolmogorov-Smirnov Test					
		Performance	Organizational culture	Job satisfaction	OCB
N		65	65	65	65
Normal Parameters a	Mean	48,986	57,9077	32.7538	40,7231
	Std. Deviation	3,78522	2.85440	2.46875	2.80350
Most Extreme Differences	Absolute	.113	.118	.180	.140
	Positive	.113	.118	.122	.140
	Negative	-.077	-.091	-.180	-.137
Kolmogorov-Smirnov Z		.908	.950	1,152	1,131
Asymp. Sig. (2-tailed)		.382	.327	.130	.155
a. Test distribution is Normal.					

Source: SPSS output results, 2020.

From the table 2 which is a normality test, it can be seen that in the regression model, confounding or residual variables have a normal distribution. This can be seen from the results of the sig value of the Performance variable (Y) is $0.382 > 0.05$ The Organizational Culture Variable (X1) is $0.327 > 0.05$; Job Satisfaction variable (X2) is $0.130 > 0.05$; OCB variable (X3) is $0.155 > 0.05$. So it is concluded that the variables for Performance, Organizational Culture, Job Satisfaction, and Employee OCB in the Office of Tourism and Culture (Disparbud) of Kerinci Regency are normally distributed.

Multicollinearity Test

Multicollinearity test is useful for testing whether the regression model found a correlation between the independent variables. A good regression model should not have a correlation between the independent variables, if the independent variables are correlated, these variables are not orthogonal.. Orthogonal variables are independent variables whose correlation value between independent variables = 0 (Ghozali, 2011). Multicollinearity can be seen from tolerance and Variance Inflation Factor (VIF).The way to find out whether there is a multicollinearity test deviation is to look at the Tolerance and VIF values of each independent variable, if the Tolerance value > 0.10 and the VIF value < 10 then the data is free from multicollinearity symptoms. can be seen in table 3.

Table 3
Multicollinearity Test Results

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Organizational culture	0.900	1,120
	Job satisfaction	0.987	1,013
	OCB	0.987	1,013
a. Dependent Variable: Performance			

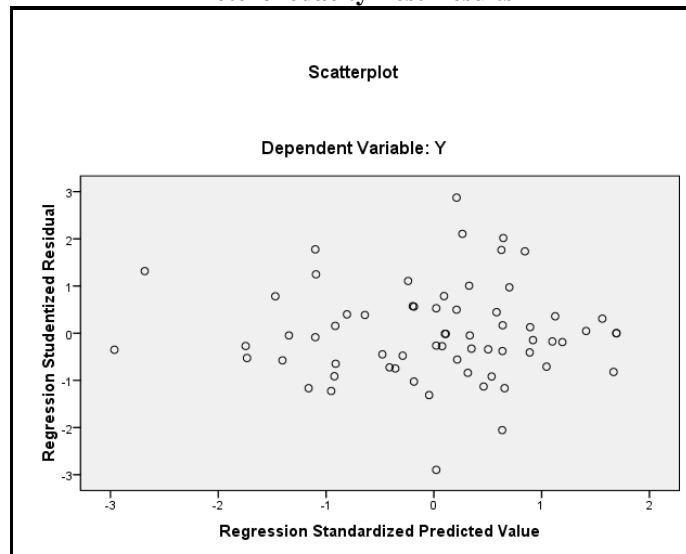
Source: SPSS output results, 2020

Based on the multicollinearity test in the table above, it can be seen that there is no relationship between independent variables because the VIF value of the independent variable is < 10 .

Heteroscedasticity Test

The heteroscedasticity test aims to test whether in a regression model there is an inequality of variants from the residuals from one observation to another. If the variance from the residual of one observation to another remains, it is called homokedastability and if different is called heteroscedasticity. Detecting heteroscedasticity in this study using the Plott Graph test (Scatter Plot). This test if there is no clear pattern, such as a point spread above and below the number 0 (zero) on the Y axis, then there is no heterocedacity. The test results can be seen in Figure 1.

Figure 1
Heterokedacity Test Results



In Figure 1, it can be seen that there is no clear pattern and the dots spread above and below the number 0 on the Y axis. The distribution of data points does not form a wavy pattern that widens then narrows and widened again. The distribution of data points is also not patterned, so this shows that the data in this study did not occur heteroscedasticity.

Research Hypothesis Test

Multiple Linear Regression Analysis

In testing the research hypothesis, multiple linear regression tests were used, which aims to determine how much influence several independent variables have on the dependent variable. Multiple regression analysis was performed by comparing t_{count} with t table and sig value with $\alpha = 0.05$. In detail, the results of multiple regression testing can be seen in Table 4.

Table 4
Multiple Regression Equation

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	56,246	13,975		4,025	.000
	Organizational culture	.487	.095	.141	5,115	.000
	Job satisfaction	.213	.059	.074	3,581	.013
	OCB	.434	.139	.003	3,121	.028

a. Dependent Variable: Y

Source: SPSS Output Results (2020)

Based on Table 4, the estimation model can be analyzed as follows:

$$Y = 56,246 + 0.487 (X1) + 0.213 (X2) + 0.434 (X3) \dots\dots\dots (2)$$

Based on the above equation, it can be explained that:

- a. From the above equation it can be seen that there is a constant value of 56,246 which means that if the Organizational Culture, Job Satisfaction, Organizational Citizenship Behavior (OCB) is zero, then the value of the Performance variable is at 56,246. This means that the variables of Organizational Culture, Job Satisfaction, Organizational Citizenship Behavior (OCB) contribute to improving Employee Performance in the Office of Tourism and Culture (Disparbud) Kerinci Regency.
- b. The regression coefficient value for Organizational Culture is positive 0.487. This means that if the work Organization Culture decreases by one unit it will result in an increase in performance of 0.487 unit.

- c. The regression coefficient value of Job Satisfaction is positive, namely 0.213. This means that if Job Satisfaction decreases by one unit it will result in an increase in employee performance by 0.213 unit.
- d. The OCB regression coefficient value is positive, namely 0.434. This means that if the OCB increases by one unit it will result in an increase in employee performance by 0.434 unit.

Regression Coefficient Test (t test)

Hypothesis Testing 1

The first hypothesis proposed, that Organizational culture partially has a positive effect on employee performance. Based on the analysis of the t test, it is known that the significance level of the Organizational Culture variable is 0,000 <from the significance value (0.05). Thus Ho was rejected and Ha accepted. So that the alternative hypothesis proposed in this study is accepted, which means that there is a significant positive influence between Organizational Culture on Employee Performance in the Office of Tourism and Culture (Disparbud) Kerinci Regency.

Hypothesis Testing 2

The second hypothesis proposed, that Job Satisfaction partially has a positive effect on employee performance. Based on the analysis results of the t test, it is known that the significance level of the Job Satisfaction variable is 0,013 <from the significance value (0.05). Thus Ho was rejected and Ha accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant positive influence between Job Satisfaction on Employee Performance in the Office of Tourism and Culture (Disparbud) Kerinci Regency.

Hypothesis Testing 3

The third hypothesis proposed, that OCB partially has a positive effect on performance. Based on the analysis results of the t test, it is known that the significance level of the OCB variable is 0,028 <dai significance value (0.05). Thus Ho was rejected and Ha accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant influence between OCB on Employee Performance in the Department of Tourism and Culture (Disparbud) Kerinci Regency.

Hypothesis Testing 4

The fourth hypothesis proposed, that Organizational Culture, Job Satisfaction, and OCB together has a positive effect on employee performance. Based on the analysis results of the F test, it is known that the significance level of the Organizational Culture, Job Satisfaction, and OCB variables is 0.000 <0.05. Thus Ho was rejected and Ha accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant influence jointly between Organizational Culture, Job Satisfaction, and OCB on Employee Performance in the Office of Tourism and Culture (Disparbud) of Kerinci Regency. As can be seen in table 5.

**Table 5
F Test Results**

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23,141	3	7,714	5,526	.000a
	Residual	893,843	61	14,653		
	Total	916,985	64			
a. Predictors: (Constant), X3, X2, X1						
b. Dependent Variable: Y						

Source: SPSS Output Results (2020)

Coefficient of Determination (Adjusted R Square)

The coefficient of determination aims to see or measure how far the model's ability to explain variations in the independent variable, where the value is *R square* used for research with 2 variables and the value of Adjusted R Square is used for research with more than 3 variables. The coefficient of determination in this study is taken from the Adjusted R Square value which can be seen in table 6.

Table 6
Test results R Square

Model Summary b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.859a	.737	.707	3,82795
a. Predictors: (Constant), X3, X1, X2				
b. Dependent Variable: Y				

Source: Results of SPSS data processing (2020)

Based on the results of the Adjusted R square analysis is 0,707 This means that 70.7% of employee performance is influenced by the independent variable Organizational Culture, Job Satisfaction, Organizational Citizenship Behavior (OCB). While the remaining 29.3% is influenced by other variables outside the model.

Influence Organizational Culture on Employee Performance in the Kerinci Regency Tourism and Culture Office (Disparbud).

The results of this study indicate that Organizational Culture has a significant positive effect on Employee Performance in the Department of Tourism and Culture (Disparbud) Kerinci Regency. This indicates that Organizational Culture determines Employee Performance at the Kerinci Regency Tourism and Culture Office (Disparbud). This means that the better and better the Organizational Culture in the agency, it will improve employee performance.

From the results of this study, it appears that the work organizational culture variable has a coefficient 0.487 which means that Organizational Culture has the greatest influence from other variables. This indicates that organizational culture can play a role in improving employee performance. If the Office of Tourism and Culture (Disparbud) of Kerinci Regency wants to improve employee performance, it must create a good and comfortable Organizational Culture for employees in the agency.

This is in line with opinion According to Greenberg & Baron, (2017), organizational culture is a cognitive framework for consistency of behavior, values, behavioral norms, and sharing expectations with organizational members. Meanwhile, according to (Robbins S, 1996) says that organizational culture refers to a shared meaning system adopted by members that differentiates the organization from other organizations.

Another opinion by Batemen & Snell, (2014) that organizational culture is a set of important assumptions about an organization as well as its goals and practices in which organizational members share about it. Organizational culture is a system of sharing values about what's important and beliefs about how the world works.

The results of this study are in line with the research Purnama, Chamdan (2013) which shows that organizational culture has a positive and significant effect on employee performance. Shahzada et al (2013) the results of his research also show Organizational Culture has a significant effect on employee performance.

Influence Job Satisfaction with Employee Performance in the Office of Tourism and Culture (Disparbud) Kerinci Regency.

The results of this study indicate that Job Satisfaction has a significant positive effect on Employee Performance in the Department of Tourism and Culture (Disparbud) Kerinci Regency. This indicates that employee job satisfaction determines employee performance at the Kerinci Regency Tourism and Culture Office (Disparbud). This means that the higher and better the job satisfaction of employees at the agency, it will increase the employee's performance.

From the results of this study, it appears that the Job Satisfaction variable has a coefficient 0.213 which means that job satisfaction has a big influence. This indicates that Job Satisfaction can play a role in improving employee performance. If the Department of Tourism and Culture (Disparbud) of Kerinci Regency wants to improve employee performance, it must increase good and good Job Satisfaction in the agency.

This is in line with opinion According to Robbins (2016) job satisfaction is the difference between the amount of reward received by workers and the amount they expect. Meanwhile, according to Locke in (Luthans, 2002) job satisfaction is a pleasant or positive emotional state resulting from an assessment of a person's job or work experience. Another definition of job satisfaction is mentioned by Kreitner (2014) that job satisfaction is an effectiveness or emotional response to various aspects of work. It is reinforced by Batemen & Snell, (2014) that an employee who feels satisfaction does not always have to produce something good from the performance dimension (organization). However, organizations with members who experience high job satisfaction are more likely to perform well in countless ways.

The results of this study are in line with the research Hettiarachchi, HAH (2014) which shows that Job Satisfaction affects employee performance. Purnama, Chamdan (2013) research results also show that Job Satisfaction has a significant effect on employee performance.

Influence Influence OCB on Employee Performance in the Office of Tourism and Culture (Disparbud) Kerinci Regency.

The results of this study indicate that OCB has a significant positive effect on Employee Performance in the Department of Tourism and Culture (Disparbud) Kerinci Regency. This indicates that the OCB determines the Employee Performance of the Kerinci Regency Tourism and Culture Office (Disparbud). This means that the better and better OCB employees in an institution will increase employee performance.

From the results of this study, it appears that the OCB variable has a coefficient 0.434 which means OCB has a big influence. This indicates that OCB can play a role in improving employee performance. If the Office of Tourism and Culture (Disparbud) of Kerinci Regency wants to improve employee performance, then it must improve and create good OCB for better employees.

This is in line with opinion According to Robbins (2015) is another behavior that is not part of the formal job requirements of employees, but still promotes the effective functioning of the organization. Priansa, (2017) explains that OCB is a preferred behavior that is not part of the formal work obligations of employees, but is able to support the organization to operate more effectively and efficiently through improving organizational performance. Meanwhile, according to Organ (2017) in (Greenberg & Baron, 2000) organizational citizenship behavior is an act of organizational members that exceeds the formal requirements of their job, and, therefore "exceeds and exceeds the call of duty". Additionally, according to (Robbins & Judge,

The results of this study are in line with the research of Purnama, Chamdan (2013) which shows that There is a significant positive effect between OCB on employee performance.

The Influence of Organizational Culture, Job Satisfaction, Organizational Citizenship Behavior (OCB) on Employee Performance in the Office of Tourism and Culture (Disparbud) Kerinci Regency.

The results of this study indicate that Organizational Culture, Job Satisfaction, Organizational Citizenship Behavior (OCB) together have a significant influence on Employee Performance in the Office of Tourism and Culture (Disparbud) Kerinci Regency. This indicates that Organizational Culture, Job Satisfaction, Organizational Citizenship Behavior (OCB) determines Employee Performance in the Office of Tourism and Culture (Disparbud) Kerinci Regency. This means that Organizational Culture, Job Satisfaction, Organizational Citizenship Behavior (OCB), will increase employee performance.

This is in line with research, Purnama, Chamdan (2013), Diana Sawitri et al (2016), Shahzada et al (2013) who show that The results show support for a significant influence between Organizational Culture, Job Satisfaction and OCB on employee performance.

IV. Conclusion

Based on the results of testing and discussion of the hypotheses described in the previous chapter, the following conclusions can be drawn:

1. Organizational Culture has a positive influence on Employee Performance at the Office of Tourism and Culture (Disparbud) of Kerinci Regency. This means that employee performance will increase if the organizational culture in the institution is good for employees and leaders, so that it is able to provide encouragement to employees in improving their performance, so the first hypothesis (H1) is accepted.
2. Job Satisfaction has a positive influence on the Employee Performance of the Office of Tourism and Culture (Disparbud) in Kerinci Regency. This means that Employee Performance will increase if Job Satisfaction is good so that it is able to provide morale to employees in carrying out work. The better and better the job satisfaction of employees in the agency will increase the performance of employees in doing their jobs in the agency, so the second hypothesis (H2) is accepted.
3. OCB has a positive influence on Employee Performance at the Office of Tourism and Culture (Disparbud) Kerinci Regency. This means that employee performance will increase if the OCB is a good employee, it will encourage performance at work, thus making employees enthusiastic and able to do their job well. And good and good OCB will encourage high performance and a sense of salig to help between employees, so the third hypothesis (H3) is accepted.
4. Organizational Culture, Job Satisfaction, Organizational Citizenship Behavior (OCB) together have an influence on Employee Performance of the Office of Tourism and Culture (Disparbud) in Kerinci Regency. From the ANOVA test, the significance probability value is 0.000. The probability of significance is smaller than 0.05, with a significance level of 0.000 as a result, Ho is rejected and Ha is accepted. The variables of Organizational Culture, Job Satisfaction and OCB together have an effect on Employee Performance in the Office of Tourism and Culture (Disparbud) of Kerinci Regency.

Based on the results of the discussion analysis as well as some conclusions in this study, there are suggestions that can be given through the results of this study in order to get better results, namely:

1. For further researchers, it is hoped that they can research with other variables outside of these variables in order to obtain more varied results that can describe what things can affect performance and it is suggested to expand the scope of research on the influence of Organizational Culture, Job Satisfaction, Organizational Citizenship Behavior. (OCB) on Employee Performance used in this study.
2. For Organizational Culture, it is advisable for agencies to pay attention to the Organizational Culture given to employees in the agency, because this is seen from the results of the survey and the results of the respondents' responses to Organizational Culture, it is not in accordance with what is received by employees so that it shows less good results, if it happens. problems in Organizational Culture, it is feared that it will reduce employee performance which will have an impact on agency performance.
3. For Job Satisfaction, it is advisable for agencies to pay attention to the comfort of employees in working by creating good and good Job Satisfaction for employees in the agency, because this will have an impact on the psychology of employees if employees feel uncomfortable with Job Satisfaction in that organization, it will reduce performance and enthusiasm at work.
4. For OCB, it is recommended that agencies pay attention to employee OCBs in their work by creating good and good OCBs for employees and leaders in agencies, because this will have an impact on employees if the agency feels that the OCB of employees and their leaders is very bad in the organization it will have an impact on decreased employee performance.
5. It is hoped that agency management should pay attention to Organizational Culture, Job Satisfaction of employees, and create good Job Satisfaction in agencies, because Job Satisfaction is a major influence in improving performance. Because to achieve better productivity and achievement of agency goals, good Job Satisfaction and Organizational Culture, good OCB, good and good Job Satisfaction also for employees and agencies, and employee loyalty are needed. When Organizational Culture, Job Satisfaction, Organizational Citizenship Behavior (OCB) is given in a balanced manner, employee performance also increases.

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