

THE EFFECT OF JOB SATISFACTION AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE AT PERUMDAM TIRTA JATI, CIREBON REGENCY

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Abstract

This study aims to analyze the effect of job satisfaction and organizational culture on employee performance at Perumdam Tirta Jati, Cirebon Regency, a regional public company providing clean water services. A quantitative approach with a survey method was employed involving 77 respondents selected from a population of 330 employees using the Slovin formula with a 10% margin of error. Data were collected through questionnaires and analyzed using validity and reliability tests, classical assumption tests, and coefficient of determination analysis. The results indicate that job satisfaction and organizational culture have a significant effect on employee performance both partially and simultaneously, with a coefficient of determination (R^2) of 0.551. This means that 55.1% of the variation in employee performance is explained by these variables, while the remaining percentage is influenced by other factors outside the research model. These findings highlight the importance of effective job satisfaction management and consistent strengthening of organizational culture to improve employee performance.

Keywords: job satisfaction, organizational culture, employee performance.

A. INTRODUCTION

Employee performance is a key factor in determining the success of an organization, especially in public service organizations that are required to provide fast, accurate, and sustainable services. Optimal employee performance not only affects internal organizational productivity but also directly impacts the quality of services experienced by the community. Therefore, organizations need to understand and manage internal factors that influence employee performance systematically and sustainably.

Perumdam Tirta Jati of Cirebon Regency, as a regional public company engaged in drinking water services, plays a strategic role in fulfilling the basic needs of the community. As of November 2025, Perumdam Tirta Jati employs 330 employees distributed across five divisions: General Administration and Finance, Engineering, Development, Customer Relations, and the Internal Supervisory Unit. To support operational services, the company also operates eight service branches located in Sumber, Losari, Beber, Palimanan, Arjawinangun, Kapetakan, Gegesik, and Suranenggala.

The wide organizational structure across various divisions and regions requires consistent employee performance and effective coordination to ensure optimal water service delivery.

Initial observations and internal information indicate several performance-related issues among employees. These include differences in performance levels between divisions and branches, delays in completing administrative and technical tasks, and uneven service quality provided to customers.

Additionally, variations in work discipline have been observed in some units, such as tardiness and inefficient use of working hours, which indirectly affect service effectiveness.

These issues are suspected to be related to the level of employee job satisfaction. Some employees show different perceptions regarding reward systems, workload distribution, and career development opportunities. Imbalances between job demands and the rewards received may reduce motivation and work enthusiasm, particularly in units with high operational workloads.

Organizational culture is another important factor. In organizations with a broad and geographically dispersed structure, the implementation of norms, values, and work habits has not yet been fully uniform across all divisions and branches. Differences in communication patterns, leadership styles, and levels of cooperation among work units indicate that the organizational culture has not been optimally internalized.

Previous studies show that job satisfaction and organizational culture influence employee performance. However, research examining both variables simultaneously in regional drinking water service companies remains limited. Therefore, empirical research is necessary to determine the extent to which job satisfaction and organizational culture influence employee performance at Perumdam Tirta Jati, Cirebon Regency.

B. LITERATURE REVIEW

Job Satisfaction

According to Abraham Maslow's Need Hierarchy Theory, human behavior is influenced by five levels of needs ranging from basic needs to self-actualization. In the workplace context, job satisfaction arises when employees' needs are fulfilled. Basic needs and security can be met through adequate salaries and a supportive work environment, while social and esteem needs can be fulfilled through good workplace relationships and career development opportunities.

Research by Hanaysha and Tahir (2020) shows that fulfilling employees' psychological and social aspects significantly affects job satisfaction and organizational commitment, especially in the service sector.

Organizational Culture

According to Edgar H. Schein (2020), organizational culture consists of shared assumptions, values, and beliefs developed through organizational learning processes in dealing with internal and external challenges. These cultural elements guide organizational members in their attitudes and behaviors.

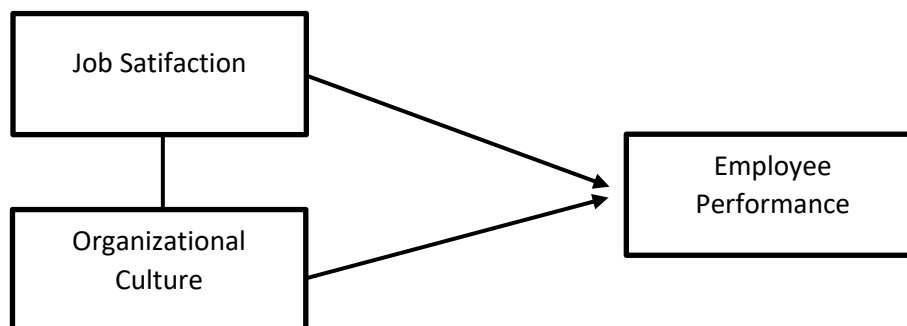
A strong organizational culture can unify employees' perspectives, strengthen teamwork, and influence motivation and individual performance.

Employee Performance

According to John P. Campbell, employee performance is defined as a series of work behaviors aligned with organizational goals and evaluated based on individual contributions to work outcomes. Performance is not only measured by outputs but also by work processes that reflect employees' abilities, motivation, and commitment.

Research by Koopmans et al. (2021) shows that internal factors such as job satisfaction and intrinsic motivation significantly influence employee performance..

Conceptual Framework



Research Hypotheses

H1: It is hypothesized that Job Satisfaction has a positive and significant effect on Employee Performance.

H2: It is hypothesized that Organizational Culture has a positive and significant effect on Employee Performance.

H3: It is hypothesized that Job Satisfaction and Organizational Culture simultaneously have a positive and significant effect on Employee Performance.

C. RESEARCH METHOD

This study involved 330 employees of Perumdam Tirta Jati, Cirebon Regency as the population, with 77 respondents selected using the Slovin formula with a 10% error rate. Data were collected using questionnaires and tested through validity and reliability tests. Validity was measured using Corrected Item–Total Correlation, where an item is considered valid if the calculated r-value is greater than the r-table value. Reliability was tested using Cronbach’s Alpha, where an instrument is considered reliable if the alpha value is ≥ 0.70 , indicating good internal consistency.

The data analysis applied classical assumption tests, including normality, multicollinearity, heteroscedasticity, and autocorrelation tests, to ensure the regression model met statistical requirements. Furthermore, multiple linear regression analysis was used to examine the influence of independent variables on the dependent variable. Hypothesis testing was conducted using the t-test to analyze partial effects and the F-test to examine simultaneous effects, with a significance level of 5%. The coefficient of determination (R^2) was also calculated to determine how much the independent variables explain the variation in the dependent variable.¹

D. RESULTS AND DISCUSSION

Validity Test

Table. 1 Questionnaire Validity Test Results

Statement	Pearson Correlation (r hitung)	r tabel	Job Satisfaction	Description
X1.1	0,756	0,195	r hitung > r tabel	Valid
X1.2	0,684	0,195	r hitung > r tabel	Valid
X1.3	0,742	0,195	r hitung > r tabel	Valid
X1.4	0,663	0,195	r hitung > r tabel	Valid
X1.5	0,701	0,195	r hitung > r tabel	Valid
X1.6	0,629	0,195	r hitung > r tabel	Valid
X1.7	0,781	0,195	r hitung > r tabel	Valid

Statement	Pearson Correlation (r hitung)	r tabel	Organizational Culture	Description
X2.1	0,712	0,195	r hitung > r tabel	Valid
X2.2	0,695	0,195	r hitung > r tabel	Valid
X2.3	0,734	0,195	r hitung > r tabel	Valid
X2.4	0,768	0,195	r hitung > r tabel	Valid
X2.5	0,741	0,195	r hitung > r tabel	Valid
X2.6	0,703	0,195	r hitung > r tabel	Valid
X2.7	0,759	0,195	r hitung > r tabel	Valid

Statement	Pearson Correlation (r hitung)	r tabel	Employee Performance	Description
Y.1	0,781	0,195	r hitung > r tabel	Valid
Y.2	0,754	0,195	r hitung > r tabel	Valid
Y.3	0,769	0,195	r hitung > r tabel	Valid
Y.4	0,736	0,195	r hitung > r tabel	Valid

Y.5	0,788	0,195	r hitung > r tabel	Valid
Y.6	0,761	0,195	r hitung > r tabel	Valid
Y.7	0,802	0,195	r hitung > r tabel	Valid

Based on the validity test results in Table 1, the research instrument used the Pearson Product Moment correlation with a significance level of 0.05 and an r-table value of 0.195. The results show that all statement items in variables X1, X2, and Y have r-calculated values greater than the r-table value. Therefore, all statement items are declared valid and suitable to be used as measurement instruments in this study.

Reliability Test

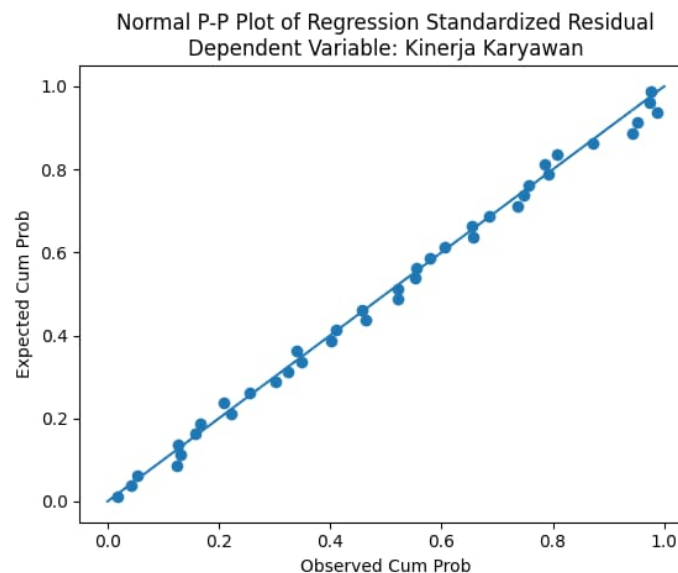
Table. 2 Hasil Uji Reliabilitas Kuesioner

Variabel	Cronbach's Alpha	Criteria	Description
Job Satisfaction	0,872	> 0,70	Reliabel
Organizational Culture	0,889	> 0,70	Reliabel
Employee Performance	0,901	> 0,70	Reliabel

The test was conducted using the Cronbach's Alpha method. An instrument is considered reliable if it has a Cronbach's Alpha value greater than 0.70. Based on Table 1.2, variable X1 has a Cronbach's Alpha value of 0.872, variable X2 has 0.889, and variable Y has 0.91. Therefore, all research instruments are declared reliable and can be used for further analysis in this study.

Normality test

Figure. 1 Normality test



Based on Figure 1 it can be seen that the residual points are distributed around the diagonal line and follow its direction. Although there are slight deviations in some points, these deviations do not form a specific pattern and are still within acceptable limits. This indicates that the residual distribution of the regression model testing the effect of X1 and X2 on Y tends to follow a normal distribution.

Multikolinearity test

Table. 3 Multikolinearity Test

Independent Variable	Tolerance	VIF
Job Satisfaction	0,642	1,558

Organizational Culture	0,642	1,558
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Based on the multicollinearity test results presented in Table 1.3, the tolerance values for variables X1 and X2 are 0.642, which are above the required threshold of 0.10. In addition, the Variance Inflation Factor (VIF) values for each variable are 1.558, which are below the threshold value of 10.00. These results indicate that there is no strong correlation among the independent variables. Therefore, it can be concluded that the regression model used is free from multicollinearity problems.

Multiple Linear Regression

Tabel. 4 Multiple Linear Regression Analysis (Coefficients) test

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std.Error	Beta
(Constant)	3,214	.912	
Job Satisfaction	.541	.068	.594
Organizational Culture	.287	.072	.346

The multiple linear regression equation is as follows: $Y = 3.214 + 0.541X_1 + 0.287X_2$. The constant value of 3.214 indicates that if job satisfaction (X1) and organizational culture (X2) are equal to zero or do not experience any change, then employee performance (Y) will remain at a value of 3.214. The regression coefficient of job satisfaction (X1) is 0.541, meaning that every increase of 1 unit in job satisfaction will increase employee performance (Y) by 0.541, assuming that the organizational culture variable (X2) remains constant. Meanwhile, the regression coefficient of organizational culture (X2) is 0.287, which indicates that every 1 unit increase in organizational culture will increase employee performance (Y) by 0.287, assuming that the job satisfaction variable (X1) remains constant.

T test

Table. 5 T test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std.Error	Beta		
(Constant)	3,214	.912		3,525	.001
Job Satisfaction	.541	.068	.594	7.956	.000
Organizational Culture	.287	.072	.346	3,986	.000

Based on the t-test results in Table 1.6, the job satisfaction variable (X1) has a t-value of 7.956 with a significance value of $0.000 < 0.05$, indicating that job satisfaction has a positive and significant effect on employee performance. Meanwhile, the organizational culture variable (X2) has a t-value of 3.986 with a significance value of $0.000 < 0.05$, which shows that organizational culture also has a positive and significant effect on employee performance. Based on the Standardized Beta values, job satisfaction is the most dominant variable influencing employee performance compared to organizational culture.

F test

Table. 6 F test

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	512,347	2	256,174	173,852	.000 ^b
Residual	159,403	108	1,476		
Total	671,750	110			

Based on the F-test results in Table 1.7, the F-value is 173.852 with a significance value of $0.000 < 0.05$. This indicates that job satisfaction and organizational culture simultaneously have a positive and significant effect on employee performance. Therefore, the regression model used in this study is appropriate and suitable for explaining the effect of the independent variables on the dependent variable.

Discussion

The results of this study indicate that job satisfaction (X1) and organizational culture (X2) have both partial and simultaneous effects on employee performance (Y) at Perumdam Tirta Jati, Cirebon Regency. Based on the coefficient of determination test, the R Square value is 0.551, meaning that 55.1% of the variation in employee performance can be explained by job satisfaction and organizational culture, while the remaining 44.9% is influenced by other variables not included in this research, such as leadership style, compensation systems, work motivation, work discipline, and the work environment. This result shows that although the two variables studied play an important role in influencing employee performance, organizational performance is also shaped by other managerial and individual factors that may contribute to improving employee productivity and effectiveness within the organization.

The findings also reveal that job satisfaction (X1) has a positive and significant influence on employee performance (Y). Job satisfaction reflects employees' perceptions of their work conditions, including the fairness of rewards, the balance of workload, the opportunity for career development, and recognition from supervisors and the organization. When employees feel satisfied with these aspects, they tend to develop more positive work attitudes, stronger commitment to the organization, and higher motivation to perform their duties effectively. Employees who experience a high level of job satisfaction generally demonstrate greater responsibility, improved work quality, and a stronger willingness to contribute to organizational goals. These findings are consistent with motivational theories such as Maslow's hierarchy of needs, which explains that individuals are encouraged to perform better when their psychological needs, including recognition and self-actualization, are fulfilled.

In addition, the results show that organizational culture (X2) also has a positive and significant effect on employee performance (Y). Organizational culture represents the system of shared values, norms, and beliefs that guide employee behavior within the organization. A strong organizational culture that emphasizes cooperation, responsibility, discipline, and effective communication can create a supportive work environment that encourages employees to work more efficiently and collaboratively. In the context of Perumdam Tirta Jati, where the organizational structure includes several operational units and service branches, the existence of a consistent organizational culture helps maintain coordination and alignment among employees in carrying out their duties. When employees internalize organizational values, they are not only guided by formal regulations but are also motivated by a collective commitment to provide optimal public services.

Furthermore, the simultaneous influence of job satisfaction and organizational culture on employee performance demonstrates that improving employee performance requires an integrated managerial approach. Organizations need to pay attention not only to the psychological well-being of employees but also to the development of a strong organizational culture that supports teamwork and professionalism. Therefore, the management of Perumdam Tirta Jati, Cirebon Regency should continuously evaluate employee satisfaction levels, improve policies related to rewards and career development, and strengthen the implementation of organizational values across all departments and service units. By doing so, the organization can create a productive work environment that supports sustainable employee performance improvement and enhances the overall quality of services delivered to the community.

E. CONCLUSION

Based on the discussion presented earlier, this study was conducted to examine the extent to which job satisfaction (X1) and organizational culture (X2) influence employee performance (Y) at Perumdam Tirta Jati, Cirebon Regency. The results of the analysis indicate that job satisfaction and organizational culture have both partial and simultaneous effects on employee performance. This finding shows that improvements in employee performance within the organization are closely related to how well the organization manages employee satisfaction and develops a supportive organizational culture.

Furthermore, the results reveal that job satisfaction (X1) has a more dominant influence on employee performance (Y) compared to organizational culture (X2). This indicates that the higher the level of job satisfaction experienced by employees, the greater the improvement in their performance at Perumdam Tirta Jati, Cirebon Regency. In addition, the coefficient of determination (R^2) shows that job satisfaction and organizational culture together contribute 55.1% to employee performance, while the remaining 44.9% is influenced by other variables not examined in this study.

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