

# **The Influence of Organizational Culture, Job Satisfaction and Organizational Citizenship Behaviors on Employees Performance Animal and Livestock Service of Coastal District**

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**Abstract:** This study aims to see the effect of (1) Organizational culture on the performance of the employees of the South Coastal District Animal Husbandry and Animal Health Service (2) Job satisfaction with the Employee Performance of the South Coastal District Animal Husbandry and Animal Health Service (3) OCB on the performance of the staff of the South Coastal District Animal Husbandry and Animal Health Service (4) Organizational culture, job satisfaction and OCB jointly influence the performance of the employees of the Livestock and Animal Health Services of the Pesisir Selatan Regency. The population in this study all over employees South Coastal District Animal Husbandry and Animal Health Serviceas many as 65 people. The technique of determining the number of samples taken as respondents using total sampling in Sugiyono (2017) The results of this study indicate that (1) Organizational culture provide a significant positive influence on the performance of the staff of the South Coastal District Animal Husbandry and Animal Health Service (2) Job satisfaction provides a positive influence on the performance of the staff of the South Coastal District Animal Husbandry and Animal Health Service (3) OCB give a positive influence on the performance of the employees of the Department of Animal Husbandry and Animal Health in Pesisir Selatan Regency (4) Organizational culture, job satisfaction and OCB collectively have a positive effect on the performance of the employees of the Livestock and Animal Health Service Office of Pesisir Selatan Regency.

**Keywords:** Organizational Culture, Job Satisfaction and OCB

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## **1. 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 South Coastal District Animal Husbandry and Health Service (DPKH) has the main task of assisting the Regent in carrying out regional government affairs based on the principle of autonomy and assistance in the field of Animal Husbandry and Animal Health. Apart from these tasks, the DPKH of Pesisir Selatan Regency has the following functions: a. Formulation of technical policies in the field of husbandry and animal health; b. Carrying out government affairs and public services in the field of animal husbandry and animal health; c. Guidance and implementation of duties in the field of animal husbandry and animal health; and D. Implementation of other tasks assigned by the Regional Head in accordance with his duties and functions.

From the performance data, it can be seen that the performance indicators of the South Pesisir Regency DPKH from 2017-2019. The table shows that the average DPKH performance indicator has decreased from 2017-2019. In 2007 it reached 59%, decreased to 57% in 2019. In the first indicator, the program for the prevention and control of livestock diseases in 2017 reached 12%, then decreased in 2018 to 11%. Likewise, the last indicator of the program to increase the empowerment of farmer group empowerment in 2017 reached 48% then decreased to 42% in 2019. This situation has shown a problem with the performance of DPKH employees in Pesisir Selatan Regency.

Decrease in employee performance DPKH of Pesisir Selatan Regency presumably 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.

## **2. RESEARCH METHODS**

The population in this study is allThere are 65 employees in the DPKH of Pesisir Selatan Regency.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.However, because the sample used is the entire population, the sample in this study is the same as the entire population 65 (sixty five) employees in the DPKH of Pesisir Selatan Regency.

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:

**Where:**

- Y = Performance  
a = Intercept constant  
X<sub>1</sub> = Organizational Culture

- $X_2$  = Job Satisfaction  
 $X_3$  = OCB  
 $b_1, b_2, \dots$  = Regression Coefficient  
 $e$  = Error Term

### 3. RESEARCH RESULT

#### Research Hypothesis Test

##### Multiple Linear Regression Analysis

In testing the hypothesis of this study, 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  $t_{\text{count}}$  with  $t$  table and sig value with  $\alpha = 0.05$ . In detail, the results of multiple regression testing can be seen in Table 1.

**Table 1: Multiple Regression Equation**

Model		Coefficientsa			t	Sig.
		B	Unstandardized Coefficients	Standardized Coefficients		
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 1 above, the estimation model can be analyzed as follows:

$$Y = 56,246 + 0.487 (X_1) + 0.213 (X_2) + 0.434 (X_3)$$

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

- 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, OCB are zero, then the value of the performance variable is at 56,246. This means that the variables of organizational culture, job satisfaction, OCB contribute to improving employee performance in the DPKH Pesisir Selatan Regency.
- The regression coefficient value for organizational culture is positive 0.487. This means that if the work organizational culture increases by one unit it will result in an increase in performance of 0.487 unit.
- The regression coefficient value of job satisfaction is positive, namely 0.213. This means that if job satisfaction increases by one unit it will result in an increase in employee performance by 0.213 unit.
- The value of the OCB regression coefficient 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)

##### 1. Hypothesis Testing 1

The first hypothesis proposed, that Organizational culture partially has a positive effect on employee performance. Based on the results of the analysis of the t test, it is known that the significance level of the organizational culture variable is  $0,000 < \alpha$  from the significance value ( $0.05$ ). Thus  $H_0$  was rejected and  $H_a$  accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a

significant positive influence between organizational culture on employee performance in DPKH Pesisir Selatan Regency.

## 2. 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 DPKH Pesisir Selatan Regency.

## 3. Hypothesis Testing 3

The third hypothesis proposed, that OCB partially has a positive effect on performance. Based on the analysis 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, which means that there is a significant influence between OCB on employee performance in DPKH Pesisir Selatan Regency.

## 4. 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 results of the analysis from 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, it means that there is a significant influence jointly between organizational culture, job satisfaction, and OCB on employee performance in DPKH Pesisir Selatan Regency. As can be seen in table 2.

**Table 2: F Test Results**

ANOVA <sup>b</sup>						
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), X <sub>3</sub> , X <sub>2</sub> , X <sub>1</sub>						
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 3.

**Table 3: 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), X <sub>3</sub> , X <sub>1</sub> , X <sub>2</sub>				
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 variables of organizational culture, job satisfaction and OCB. While the remaining 29.3% is influenced by other variables outside the model. Discussion of research results is intended to explain and interpret the results of the study.

### **Influence Organizational Culture on the Performance of DPKH Employees in Pesisir Selatan Regency**

The results of this study indicate that organizational culture has a significant positive effect on employee performance in DPKH Pesisir Selatan Regency. This indicates that the organizational culture determines the performance of employees in the DPKH of Pesisir Selatan Regency. This means that the better and better the organizational culture in the institution, the better employee performance will be.

From the results of this study, it appears that the variable organizational culture has a coefficient 0.487 which means that organizational culture has the greatest influence over other variables. This indicates that organizational culture can play a role in improving employee performance. If DPKH Pesisir Selatan 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 (2015), organizational culture refers to a system of shared meanings shared by members that distinguishes the organization from other organizations.

Another opinion by Batemen & Snell, (2014) that organizational culture (organization culture) is a set of important assumptions about an organization as well as its goals and practices that members of the organization 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 indicate organizational culture has a significant effect on employee performance.

### **Influence Job Satisfaction with DPKH Employee Performance in Pesisir Selatan Regency**

The results of this study indicate that job satisfaction has a significant positive effect on employee performance in the DPKH Pesisir Selatan Regency. This indicates that job satisfaction determines the performance of employees in DPKH Pesisir Selatan Regency. This means that the higher and better the job satisfaction of employees in agencies, the higher 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 DPKH Pesisir Selatan Regency wants to improve employee performance, it must increase good and good job satisfaction in the agency.

This is in line with opinion Robbins (2015) job satisfaction as the difference between the amount of reward received by workers and the amount they expect. Meanwhile, according to Locke (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 towards DPKH Employee Performance in Pesisir Selatan Regency**

The results of this study indicate that OCB has a significant positive effect on the performance of DPKH employees in Pesisir Selatan Regency. This indicates that OCB determines the performance of DPKH employees in Pesisir Selatan Regency. This means that the better and better the OCB for employees in an agency will improve 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 DPKH Pesisir Selatan Regency wants to improve employee performance, it must improve and create good OCB for better employees.

This is in line with opinion 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 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". In addition, according to (Robbins & Judge, 2015) OCB or so-called citizenship behavior is behavior of freedom of determination that is not part of the formal job requirements of workers, 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 the Performance of DPKH Employees in Pesisir Selatan Regency**

The results of this study indicate that organizational culture, job satisfaction, OCB together have a significant influence on the performance of DPKH employees in Pesisir Selatan Regency. This indicates that organizational culture, job satisfaction, and OCB determine the performance of DPKH employees in Pesisir Selatan Regency. This means that organizational culture, job satisfaction and OCB will improve employee performance.

This is in line with research, Purnama, Chamdan (2013), Diana Sawitri et al (2016), Shahzada et al (2013) who show that there is a significant influence between organizational culture, job satisfaction and OCB on employee performance.

## **4. 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 the performance of DPKH employees in Pesisir Selatan Regency. This means that employee performance will increase if the organizational culture in the institution is better for employees and leaders, so as to provide encouragement to employees in improving their performance. Thus the first hypothesis (H1) is accepted.
2. Job satisfaction has a positive influence on the performance of DPKH employees in Pesisir Selatan Regency. This means that employee performance will increase if job satisfaction is good so that it is able to provide work morale to employees in carrying out work. The better and better the job satisfaction of employees in the agency will improve the performance of employees in doing their jobs in that agency. Thus the second hypothesis (H2) is accepted.
3. OCB has a positive influence on employee performance in the DPKH of Pesisir Selatan Regency. This means that employee performance will increase if the OCB is a good employee, it will encourage performance at work, so that employees become enthusiastic and can do their job well. A good and good OCB will encourage high performance and a sense of mutual help between employees. Thus the third hypothesis (H3) is accepted.
4. Organizational culture, job satisfaction and OCB together have an influence on the performance of DPKH employees in Pesisir Selatan 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 DPKH of Pesisir Selatan 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 examine other variables outside of this variable 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, and 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 can be seen from the results of the survey and the results of respondents' responses to organizational culture, not in accordance with what employees receive so that it shows less good results, if this happens. problems in organizational culture, it is feared that it will reduce employee performance which will result in a decrease in 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, it will reduce their enthusiasm and performance in 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 employee performance that decreases.
5. It is hoped that agency management should pay attention to organizational culture, job satisfaction of employees, and create good job satisfaction in the agency, because job satisfaction is a major influence in improving performance. Because to achieve better productivity and achievement of agency goals, good job satisfaction, organizational culture and good OCB are needed.

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