

Research Result Articles

The Influence of Organizational Culture and Work Competence on Performance Through Job Satisfaction at BPN Medan City

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ABSTRACT

This study investigates the interplay between organizational culture, competence, job satisfaction, and performance within the Badan Pertanahan National in Medan. The research, employing quantitative methods and a likert scale, reveals that organizational culture significantly impacts job satisfaction but not overall performance. Competency emerges as a crucial factor, positively affecting both job satisfaction and performance. Additionally, job satisfaction significantly influences performance. The study concludes that organizational culture and competency positively influence performance through job satisfaction, underscoring their pivotal roles in shaping organizational strategy.

Keywords: organizational culture, competence, job satisfaction, performance

INTRODUCTION

In the intricate landscape of organizational dynamics, a company is a collective endeavor reliant on the collaboration of individuals striving to accomplish predetermined tasks. The efficacy of an organization hinges on the adept execution of management functions such as planning, organizing, motivation, work discipline, and supervision. The human resources (HR) component is paramount within this framework, a linchpin that can either propel a company towards success or become a stumbling block to its survival in the future.

The nexus between employee performance and organizational success is irrefutable. As Suratman and Supriyantiningih (2019) contends, employee performance is a linchpin directly impacting a company's profitability and overall success. Central to this interplay is job satisfaction, a pivotal intervening variable shaping the attitudes and behaviors of employees. Motivated and satisfied employees, according to research, are more likely to contribute to high-performance outcomes, and organizational culture and competence emerge as key influencers in this intricate dance.

This article delves into the critical relationship between organizational culture, competence, job satisfaction, and performance within the specific context of the National



Land Agency in Medan City. The study addresses the multifaceted roles of the agency, encompassing government duties in the land sector, human resource development, policy formulation, land acquisition, and more. The central inquiry revolves around understanding whether a relationship exists between the influence of organizational culture and competence on performance through job satisfaction at BPN Medan City.

Amidst the intricate web of organizational dynamics and the interplay between organizational culture, competence, job satisfaction, and performance, a noteworthy gap exists in understanding the specific mechanisms and relationships within the context of the National Land Agency in Medan City. While existing studies highlight the positive correlation between job satisfaction and performance and the influence of organizational culture and competence on these variables, there needs to be more research addressing these relationships within the unique framework of a governmental institution tasked with complex responsibilities in the land sector.

The relevance of existing research by (Ensour, Zeglat and Shrafat, 2018; Suratman and Supriyantiningih, 2019; Bongani and Theuns, 2020) lies in their exploration of the broader dynamics between job satisfaction, organizational culture, competence, and performance. Suratman and Supriyantiningih (2019) work establishes the direct link between employee performance and organizational success, while Bongani and Theuns (2020) shed light on the positive correlation between job satisfaction and performance. Ensour, Zeglat and Shrafat (2018) contribute by affirming the interconnectedness of organizational culture, job satisfaction, and employee performance. These studies serve as foundational pillars, providing a broader understanding of the dynamics at play.

However, a tailored examination is essential in the context of the National Land Agency in Medan City, where governmental duties in the land sector add unique layers of complexity. By building on these researchers' insights, this study seeks to fill the void in literature by unraveling the intricate relationships specific to a governmental institution. As the study aims to address the intricacies of organizational culture, competence, and their impact on job satisfaction and performance within a governmental setting, these prior works form a solid foundation upon which the unique dynamics of the National Land Agency can be explored.

LITERATURE REVIEW AND HYPOTHESIS

Organizational Culture

A company's organizational culture consists of its members' shared values, strategies, vision, goals, and norms of trust and understanding. These elements guide all business aspects and help shape employee attitudes and behaviors. In short, building a thriving organizational culture requires a strategy that can be used as one of the cornerstones of organizational competitiveness. Employees who work for companies with a solid organizational culture clearly know how to handle any issues that arise. Culture also offers organizational stability.

Culture within an organization serves as a code of conduct for its members. Organizational culture is a system of disseminating ideas and values that develops within an organization and guides its members' behavior. It may be its primary competitive advantage if the organizational culture supports its strategy. Organizational culture is a collection of assumptions or belief systems, values, and standards that are formed within an organization and used by its employees as behavioral guidelines to cope with difficulties of external adaptation and internal integration (Mangkunegara, 2017). According to Langton, Robbins

and Judge (2014), a strong organizational culture is a culture in which the organization's core values are held intensively and shared widely by the members of the organization. There are two factors in determining the strength of organizational culture: togetherness and intensity. Togetherness can be shown by the degree of similarity that members of the organization have about the core values that are shared together.

Based on this knowledge, it can be concluded that organizational culture is a collection of assumptions or belief systems, values, and norms that are accepted by each member of the organization and used as a guide to shape and direct behavior in overcoming difficulties related to change.

Competence

Competence is a person's primary characteristic or ability of human resources that allows them to bring out superior performance in carrying out the duties and responsibilities given to them with adequate education, training, and experience. Competence is the skills and knowledge derived from the social and work environment that are absorbed, mastered, and used as instruments to create value by carrying out duties and work as well as possible (Moradi *et al.*, 2019). Competency levels are needed in order to determine the expected level of performance for good or average categories. Determining the required competency threshold will be a foundation for the selection process, succession planning, performance evaluation, and HR development. Moreover, Ruky (2013) defined competence as a combination of skills, knowledge, and behavior that can be observed and applied critically for the success of an organization and work performance and personal contribution of employees to the organization.

Based on the description above, it can be concluded that human resource competence is the essential nature possessed or part of the personality that is deep and inherent to a person and predictable behavior in various circumstances and job duties as an encouragement to have achievements and the desire to strive to carry out tasks effectively. The prediction of who performs well and who is less well can be measured by the criteria he or she uses and the standards used. This competence discrepancy distinguishes a superior actor from a person with limited achievement. Limited competencies and unique competencies for a particular job are patterns or guidelines in employee selection (personal selection), succession planning, work appraisal (performance appraisal), and development (development).

Performance

Performance is an integral part of an organization or company agency. It can be interpreted as an overview of the level of achievement of the implementation of the goals, objectives, mission, and vision of the company's organization as stated in the strategy plan of an organization.

Employee performance is natural behavior, such as work achievements demonstrated by employees following their role in a company or organizational agency. Good employee performance is one of the most important factors in an organization's efforts to increase productivity. An employee's performance in a company or organization is an individual thing because each employee has a different ability to do their duties.

According to Hindriari (2018), performance results from profit-oriented and non-profit-oriented organizations generated over time. It can be concluded that performance

results from employee work in completing activities to realize an organization's goals, visions, and mission. Thus, researchers conclude that the definition of performance is a work result of an employee in a process or the implementation of duties according to his responsibilities in a certain period that can affect the achievement of a particular organization.

Job Satisfaction

According to Saptarini (2018), job satisfaction is a person's attitude towards his work, reflecting his positive and negative work experiences and future goals. Further, Purba, Lengkong and Loindong (2019) stated that there are several markers of job satisfaction, including wage satisfaction, promotion, superior performance, work environment, and worker cooperation. One of the most critical components of an enterprise is job satisfaction, which indicates that goals can be achieved with maximum effort.

According to Langton, Robbins and Judge (2014), job satisfaction is an individual's overall attitude about his job. Work requires contact with co-workers, superiors, work standards, organizational rules and procedures, and other factors. From the explanations, job satisfaction is one of the most critical factors when a person has completed the task to the best of his ability and achieved a positive result.

Hypothesis Development

The Influences of Organizational Culture on Performance

The influence of organizational culture is one indicator that can support performance improvement in a company. In the hypothesis of the influence of organizational culture on performance, the author obtained several previous studies, for example, Maamari and Saheb (2018), which explained that the influence of organizational culture had a positive and significant influence on performance. In contrast, Harwiki (2016) explained that the influence of organizational culture had an insignificant influence on performance. Based on several previous studies, organizational culture significantly and positively influences performance.

H₁: Organizational culture has a significant and positive influence on performance.

The Influence of Organizational Culture on Job Satisfaction

If organizational culture is implemented well in a company, it will also result in reasonable job satisfaction. The hypothesis of organizational culture on job satisfaction was found in several previous studies, including research conducted by Janićijević, Nikčević and Vasić (2018), which concluded that organizational culture positively influenced job satisfaction. Organizational culture theory has also been examined in research (Denison and Mishra, 1995). Based on several previous studies, it can be concluded that organizational culture significantly and positively influences job satisfaction.

H₂: Organizational culture has a significant and positive influence on job satisfaction.

The Effect of Competence on Performance

The influence of competence is one of the efforts made by the company to improve performance. In the hypothesis of the influence of competence on performance, the author obtained several previous studies showed that competence has a positive and significant

influence on performance (Sendawula *et al.*, 2018; Kusumawati and Wahyuni, 2019). Based on several previous studies, it can be concluded that competence significantly and positively influences performance.

H₃: Competence has a significant and positive influence on performance.

The Effect of Competence on Job Satisfaction

When the organization has competent employees, it will produce reasonable job satisfaction. A few prior studies investigated this research, including (Timbowo, Sepang and Lumanauw, 2016; Arifan and Dihan, 2018) which explained that competence has a positive and significant influence on job satisfaction. Based on previous studies, it can be concluded that competence significantly positively affects job satisfaction.

H₄: Competence has a significant and positive on job satisfaction.

The Effect of Job Satisfaction on Performance

When the organization has employees who perform well in their work, it will also produce good job satisfaction. The competency hypothesis on job satisfaction was found in several previous studies, such as a research conducted by (Arifan and Dihan, 2018). Job satisfaction theories used in previous literature include (Snell and Bohlander, 2016). Based on the previous research, it can be concluded that job satisfaction significantly and positively influences performance.

H₅: Competence has a significant and positive influence on job satisfaction.

The Influence of Organizational Culture on Performance through Job Satisfaction

An organizational culture implemented well by the company will produce reasonable job satisfaction so that employees will perform well. Several previous studies were found in the hypothesis of organizational culture on performance through job satisfaction, including research conducted by (Paais, 2018; Rozanna, Adam and Majid, 2019). These studies explain that work discipline positively and significantly influences performance through job satisfaction. Based on the previous research, it can be concluded that organizational culture significantly and positively influences performance through job satisfaction.

H₆: Organizational culture has a significant positive effect on performance through job satisfaction.

The Effect of Competence on Performance through Job Satisfaction

Employees' competencies in the company will produce reasonable job satisfaction so that they will perform well for the company. Several previous studies were found in the hypothesis of competence on performance through job satisfaction, including research conducted by (Paais, 2018; Rozanna, Adam and Majid, 2019), which explains that competence has a positive and significant influence on performance through job satisfaction. Based on the previous study, it can be concluded that competence significantly and positively influences performance through job satisfaction.

H₇: Competence has a significant and positive influence on performance through job satisfaction.



Figure 1. Research Framework

RESEARCH METHOD

This quantitative research study uses statistical formulas to help analyze the collected data and facts. According to Sugiyono (2016), the characteristic of quantitative research is emphasized on numerical data (numbers) analyzed using statistical techniques. Moreover, quantitative research is a large sample study because quantitative techniques are used in inferential research to specifically test hypotheses and base the findings on a zero probability of rejecting the hypothesis. As a result, this method will provide a substantial relationship between the variables studied.

According to Creswell and Creswell (2018), quantitative methodology is a methodology used to test the objective hypothesis of relationships between variables. In this case, quantitative research is a method of acquiring knowledge that uses data in the form of numbers as a tool to test the inquiring information. Quantitative research sampling is conducted randomly, and the research instruments attempt to confirm the stated answers. In this study, questionnaires were distributed to staff at BPN Medan City. Sugiyono (2016) stated that the questionnaire is a data collection strategy carried out by submitting questions or written statements to respondents to be answered.

The questionnaire used in this research has been determined using the likert scale. According to Sekaran and Bougie (2016), the likert scale is an activity to design a scale by seeing how influential the research subject is in agreeing to a statement that will be described into variable indicators. The weights used in each question are: 1 = strongly disagree; 2 = disagree; 3 = hesitate; 4 = agree; 5 = strongly agree. The author also mentioned that it is possible to eliminate the hesitation indicator in order to force a less neutral choice.

The population of this research includes the employees of BPN Medan City. Meanwhile, the sampling technique used in this study is non-probability sampling, and the method used is saturated sampling (census). Sugiyono (2016) stated that the saturated sampling approach is an approach in which all population members are sampled. Due to the relatively small population size, the author selected the sample using a saturated sampling method. Thus, the sample used in this study amounted to 110 employees at BPN Medan City and notaries in Medan City, along with population data.

Table 1. Population of BPN Medan City

No	Divisions	Number of people
1	General parts	4
2	Administration Subdivision	6
3	Substance Group Coordinator for Planning, Evaluation and Reporting	6
4	General Substance and Staffing Group Coordinator	5
5	Coordinator of the Financial Substance and State Property Group	3
6	Survey and mapping section	4
7	Entitlement and registration section	3
8	Structuring and empowerment section	4
9	Land acquisition and development section	6
10	Dispute control and handling section	5
11	Coordinator of Basic and Thematic Survey and Mapping Substance Group	4
12	Coordinator of the Land and Space Rights Determination Substance Group	7
13	Coordinator of the Land Use Substance Group	8
14	Coordinator of the Land Assessment, Procurement and Reserve Substance Group	6
15	Coordinator of the Cadastral Measurement and Mapping Substance Group	5
16	Coordinator of the Land and Space Registration Substance Group, Communal Land, and Institutional Relations	5
17	Coordinator of the Land reform and Community Land Empowerment Substance Group	4
18	Coordinator of the Land Consolidation and Land Development Substance Group	6
19	Coordinator of Land Control Substance Group	4
20	Coordinator of the Substance Group for the Maintenance of Land Rights, Space and PPAT Development	5
21	Notary in Medan City	10
Total Amount		110

RESULTS AND DISCUSSIONS

Model Evaluation

Model evaluation is carried out by looking at the construction results of the outer model and inner model. The results can be seen from the report of the PLS Algorithm on SmartPLS software from the research data processed using SmartPLS 3.0 with the following figure.

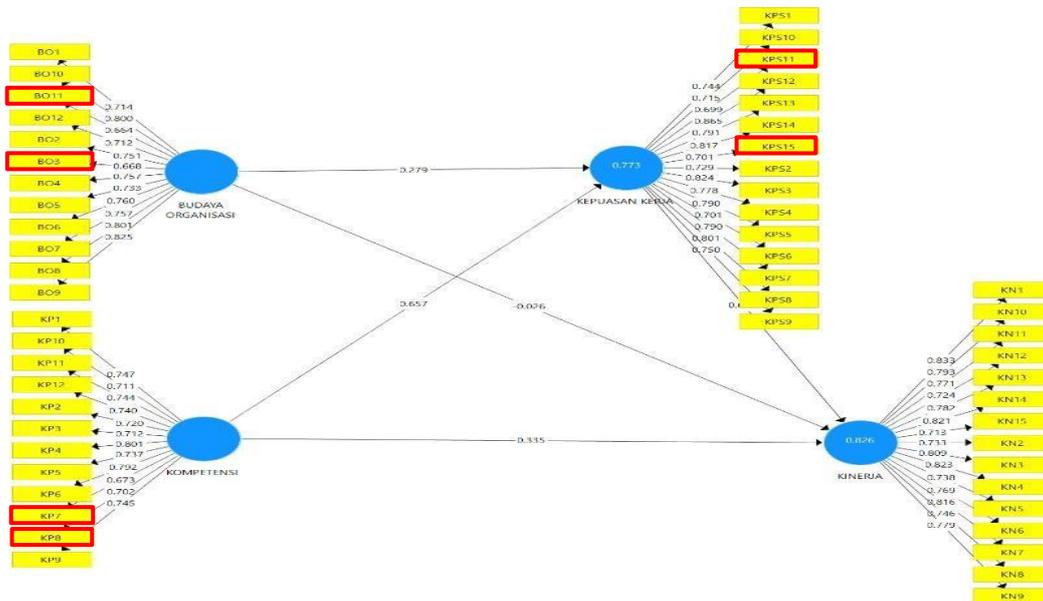


Figure 2. Results of Phase 1 Data Processing

Measurement Model (Outer Model)

Convergent Validity

The first data usage is based on four variables with 54 statements. Loading factor $< 0,7$ value should be eliminated or removed from the model. In order to meet the required convergent validity, which is higher than $0,7$; a second test data processing is carried out.

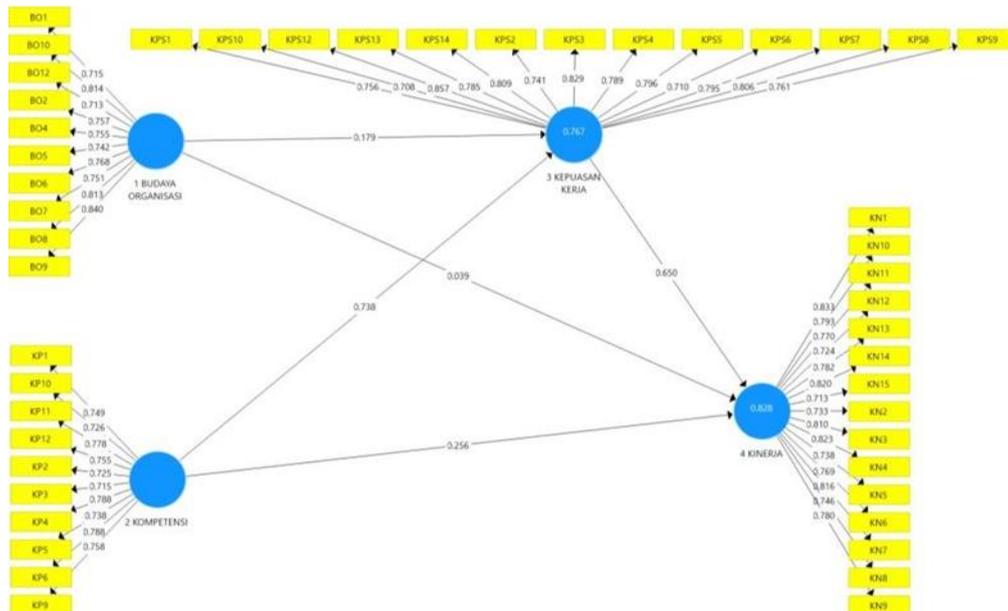


Figure 3. Results of Phase II Data Processing

After dropping, recalculation is then carried out to provide confidence that the loading value is above $0,70$. Then, the value of the load (*loading*) has met the requirement of more than $0,70$; and it has been done that all binding indicators are valid.

Table 2. Validity Testing

Latent Variables	Indicators	Loading Factor	Rule of Thumb	Information
BO1		0,715		
BO10		0,814		
BO12		0,713		
BO2		0,757		
BO4	Organizational Culture (X1)	0,755	>0,7	Valid
BO5		0,742		
BO6		0,768		
BO7		0,751		
BO8		0,813		
BO9		0,840		
KP1		0,749		
KP10		0,726		
KP11		0,778		
KP12		0,755		
KP2	Competence (X2)	0,725	>0,7	Valid
KP3		0,715		
KP4		0,788		
KP5		0,738		
KP6		0,788		
KP9		0,758		
KPS1		0,756		
KPS10		0,708		
KPS12		0,857		
KPS13		0,785		
KPS14		0,809		
KPS2	Job Satisfaction (Z)	0,741	>0,7	Valid
KPS3		0,829		
KPS4		0,789		
KPS5		0,796		
KPS6		0,710		
KPS7		0,795		
KPS8		0,806		
KPS9		0,761		
KN1		0,833		
KN10		0,793		
KN11		0,770		
KN12		0,724		
KN13		0,782		
KN14	Performance (Y)	0,820	> 0,7	Valid
KN15		0,713		
KN2		0,733		
KN3		0,810		
KN4		0,823		
KN5		0,738		

Latent Variables	Indicators	Loading Factor	Rule of Thumb	Information
KN6		0,769		
KN7		0,816		
KN8		0,746		
KN9		0,780		

Hypotheses Testing

Hypothesis testing is carried out based on Inner Model testing (structural model) results, including r-square output, parameter coefficients, and t-statistics. To see whether a hypothesis can be accepted or rejected among others by considering the significant value between contracts, t-statistics, and p-values. Hypothesis testing of this study was carried out with the help of SmartPLS 3.0 software. This value can be seen from the results of bootstrapping. The rules of thumb used in this study are t-statistics >1,96 with a significance level of p-value of 0,05 (5%) and a positive beta coefficient. The following figure 4 shows hypothesis testing.

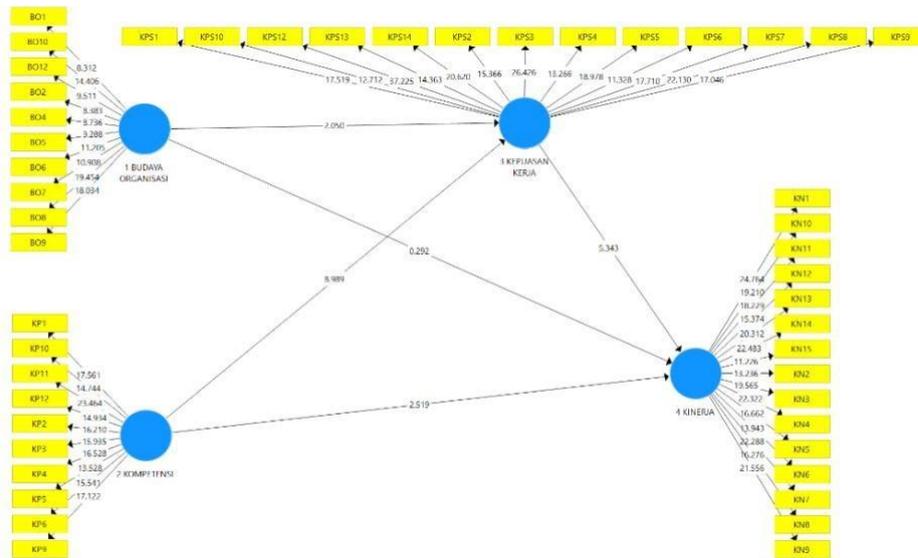


Figure 4. Hypothesis Testing Results

Hypothesis testing must be carried out on the path coefficients between variables by comparing the p-value number with alpha (0,005) or t-statistic of (>1,96) to determine the structural relationship between latent variables. The magnitude of the P-value and t-statistics are obtained from the output on SmartPLS using the bootstrapping method. The following is the direct influence table.

Table 3. Bootstrapping

Latent Variables	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational culture -> Job satisfaction	0,179	0,201	0,087	2,050	0,041

Latent Variables	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational culture -> Performance	0,039	0,067	0,132	0,292	0,770
Competence -> Job satisfaction	0,738	0,722	0,082	8,989	0,000
Competence -> Performance	0,256	0,248	0,102	2,519	0,012
Job satisfaction -> Performance	0,650	0,633	0,122	5,343	0,000
Organizational culture -> job satisfaction -> performance	0,116	0,126	0,055	2,098	0,036
Competency -> job satisfaction -> performance	0,480	0,459	0,109	4,411	0,000

Table 4. Hypothesis Testing Result

Hypothesis	Description	Information
H1	Organizational culture influences (X ₁) job satisfaction (Z)	Supported
H2	Organizational culture influences (X ₁) performance (Y)	Not Supported
H3	Competence (X ₂) on job satisfaction (Z)	Supported
H4	Competence (X ₂) influences performance (Y)	Supported
H5	Job satisfaction (Z) influences performance (Y)	Supported
H6	Organizational culture (X ₁) influences performance (Y) through job satisfaction (Z)	Supported
H7	Competence influences (X ₂) performance (Y) through job satisfaction (Z)	Supported

Discussion

The Effect of Organizational Culture (X1) on Job Satisfaction (Z)

The test results show the p-value of organizational culture on job satisfaction of 0,041 and t-statistics of 2,050. From this result, t-statistically is significant because it is greater than >1,96; and the p-value is lower than <0,05. Thus, the first hypothesis is accepted. This proves that organizational culture has a positive influence on job satisfaction.

This research was conducted on employees of BPN Medan City to find out whether previous theories can prove the hypothesis. The performance theory used comes from Mathis and Jackson (2006) indicators of quality, quantity, reliability, and attendance. Thus, the first hypothesis stating that “organizational culture has a significant and positive influence on job satisfaction” is supported.

The Effect of Organizational Culture (X1) on Performance (Y)

The test results show the p-value of organizational culture on performance of 0,770; meaning that the p-value is greater than 0,05; and the t-statistics is 0,292. It indicates that t-statistics is smaller than the t-table value of 1,96. From this result, it is declared insignificant. This proves that organizational culture is proven to have no significant influence on performance. Thus, the second hypothesis is not supported.

This research was conducted on employees of BPN Medan City to find out whether previous theories can prove the hypothesis. The performance theory used comes from Mathis and Jackson (2006) indicators of quality, quantity, reliability, and attendance. Thus, the second hypothesis, saying that “organizational culture has a significant and positive influence on performance,” is not supported.

The culture within the organization serves as a code of conduct for its members. Organizational culture is a system of disseminating ideas and values that develops within an organization and guides its members' behavior. If the organizational culture supports the organization's strategy, it may be its primary competitive advantage. Organizational culture is a collection of assumptions or belief systems, values, and standards that are formed within the organization and used by its employees as behavioral guidelines to overcome the difficulties of external adaptation and internal integration (Mangkunegara, 2017).

The Effect of Competence (X2) on Job Satisfaction (Z)

Based on the results of the data that has been tested. The test results show the value of competency p-value on job satisfaction of 0,000 and a t-statistic of 8,989. These results indicate t-statistically significant. As it is greater than >1,96 and the p-value is lower than <0,05. So, the third hypothesis is accepted. This proves that competence is proven to have a positive influence on job satisfaction.

This research was conducted on employees of BPN Medan City to find out whether previous theories can prove the hypothesis. Swanson *et al.* (2020) study describes the influence of leadership from a competency perspective. It allows academics to understand the different dimensions of leader quality and capacity. Based on social capital theory, the study proposed and tested a model that adheres to the concepts of leader competence, knowledge sharing, employee job performance, and employee loyalty in the context of expatriate general managers. The study showed that leader competencies are critical to promoting knowledge sharing and improving employee job performance. Both knowledge sharing and employee work performance were found to have a direct effect on employee loyalty.

The Effect of Competence (X2) on Performance (Y)

The test results show a competency p-value of performance of 0,012 and t-statistics of 2,519. These results indicate t-statistically significant. As it is greater than >1,96 and the p-value is lower than <0,05. So, the fourth hypothesis is accepted. This proves that competence is proven to have a positive influence on performance.

This research was conducted on employees of BPN Medan City to find out whether previous theories can prove the hypothesis. The results of this study contradict the research results Rosmaini and Tanjung (2019) which showed that partial competence had a positive and insignificant influence on employee performance of the Public Works and Public Housing Office of Aceh Tamiang Regency.

The Effect of (Z) Job Satisfaction on (Y) Performance

The test results show a p-value of job satisfaction on performance of 0,000 and t-statistics of 5,343. These results indicate t-statistically significant, more $>1,96$; with a p-value of $<0,05$. Thus, the fifth hypothesis is supported. This proves that job satisfaction has a positive relationship with performance.

This research was conducted on employees of BPN Medan City to find out whether previous theories can prove the hypothesis. According to Saptarini (2018), job satisfaction is a person's attitude towards his work, reflecting his positive and negative work experiences and future goals. Further, according to Purba, Lengkong and Loindong (2019), there are several markers of job satisfaction, including wage satisfaction, promotion, superior performance, work environment, and worker cooperation. One of the most critical components of an enterprise is job satisfaction, which indicates that goals can be achieved with maximum effort.

The Effect of Organizational Culture (X1) on Performance (Y) through Job Satisfaction (Z)

The test results show the p-value of organizational culture on performance through job satisfaction of 0,036 and t-statistics of 2,098. These results indicate t-statistically significant, more $>1,96$; with a p-value of $<0,05$. So, the sixth hypothesis is supported. This proves that organizational culture is proven to positively influence performance through job satisfaction.

This research was conducted on employees of BPN Medan City to find out whether previous theories can prove the hypothesis. Study by Arif, Zainudin and Hamid (2019) found a positive impact of work motivation on performance through job satisfaction. This is evidenced through the results of research examining the influence of Leadership (X1), Organizational Culture (X2), Work Motivation (X3), and Job Satisfaction (X4) on the Performance of High School Principals (X5) in Medan City. This study also aims to determine the theoretical performance model (fixed model) that can describe the causal relationship structure between exogenous variables and endogon variables.

The Effect of Competence (X2) on Performance (Y) through Job Satisfaction (Z)

The test results show the p-value of competence on performance through job satisfaction of 0,000 and t-statistics of 4,411. These results indicate t-statistically significant, more $>1,96$; with a p-value of $<0,05$. Therefore, the sixth hypothesis is accepted. This proves that competence is proven to positively influence performance through job satisfaction.

This research was conducted on employees of BPN Medan City to find out whether previous theories can prove the hypothesis. Study by Indarti (2018) found that work motivation and work discipline positively affect job satisfaction. The results of research conducted at the Karawang Regency Personnel and Training Agency showed that 1) Employee competence had very good criteria, Compensation had good criteria, Work Motivation and Employee Performance had very high criteria; 2) Competency with Compensation had a positive and significant correlation at a low correlation level with a correlation coefficient of 0,329.

Performance is a real behavior displayed as work achievements produced by employees according to their role in a company or organizational agency. Good employee performance is one of the most important factors in the efforts of a company or organization to increase productivity. An employee's performance in a company or organization is an

individual thing, as each employee has different levels of ability in carrying out their duties (Hindriari, 2018).

RESEARCH LIMITATION

This research was conducted long in the midst of the COVID-19 pandemic. The physical isolation and social distancing applied by the government to stop the spread of the virus made the data collection of this research unduly complex beyond expectations. Typically, in quantitative research, the researcher involves and interacts directly with the sample, especially if the sample is living things like humans. However, due to the pandemic, the data collection of this research was forcibly executed online. It might or might not affect the results since the researcher may have interpreted the respondents' responses.

MANAGERIAL IMPLICATION

Based on the results of the analysis and discussion, it is suggested that companies consider issues about the demands for achievement that employees must achieve. With these demands, employees will be more enthusiastic about achieving targets to get awards from the company for their achievements. If this is done, it will create an excellent organizational culture in the company, especially in terms of rewarding employee achievements.

Furthermore, in order to improve the employees' competence, deepen the knowledge and skills, the institution must set competency standards that employees must own so that employees have targets when participating in competency-related training programs. That way, the knowledge gained during training can be applied to work. Finally, it is suggested that companies provide employees adequate time to complete the tasks with a considerable level of difficulty to achieve optimal results in performance.

CONCLUSION

In conclusion, the findings of this study provide valuable insights into the relationships among organizational culture, competence, job satisfaction, and performance within the context of the examined variables. The analysis has yielded several key conclusions as follows.

1. Organizational culture significantly influences job satisfaction, as evidenced by the t-statistic of 2,050 and a p-value of 0,041; supporting the acceptance of the first hypothesis.
2. However, organizational culture does not demonstrate a positive and significant impact on performance, as indicated by a p-value of 0,770 and a t-statistic of 0,292; leading to the rejection of the second hypothesis.
3. Competence substantially influences job satisfaction, as reflected in the t-statistic of 8,989 and a p-value of 0,000; supporting the acceptance of the third hypothesis.
4. Competence also plays a positive and significant role in performance, supported by a p-value of 0,012 and a t-statistic of 2,519; validating the fourth hypothesis.
5. Job satisfaction is proven to positively influence performance, with a p-value of 0,000 and a t-statistic of 5,343; leading to the acceptance of the fifth hypothesis.
6. Organizational culture demonstrates a positive influence on performance through job satisfaction, supported by a p-value of 0,036 and a t-statistic of 2,098; supporting the acceptance of the sixth hypothesis.

7. Competence similarly positively impacts performance through job satisfaction, with a p-value of 0,000 and a t-statistic of 4,411; confirming the acceptance of the seventh hypothesis.
8. The R-square values indicate that 76,7% of the variation in job satisfaction and 82.8% in performance can be explained by organizational culture and competence through job satisfaction. The remaining percentage suggests that other factors contribute to the variance in performance.

In summary, this study underscores the significance of organizational culture, competence, and job satisfaction in shaping performance outcomes. The nuanced relationships unveiled herein offer valuable implications for organizations seeking to enhance workplace dynamics, employee satisfaction, and overall performance.

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