

## The Effect of Job Satisfaction and Organizational Culture on Employee Performance of the Royal Hotel in East Aceh District

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### Abstract

*This study aims to determine the effect of job satisfaction and organizational culture on the performance of employees of The Royal Hotel in East Aceh Regency. The sample used in this study amounted to 42 respondents. The sampling technique used in this study uses a non probability sampling technique that is saturated sampling. The data analysis method uses multiple linear regression analysis, t test, F test, and coefficient of determination analysis. The regression equation produced in this study  $Y = 2.984 + 0.460X_1 + 0.203X_2$ . Job satisfaction has a positive and significant effect on employee performance at The Royal Hotel in East Aceh Regency. This is evidenced from the t test in which the t value of  $0.029 < 0.05$  was obtained. Organizational culture has a positive and significant effect on employee performance at The Royal Hotel in East Aceh Regency. This is evidenced from the t test in which the t-value of  $0.035 < 0.05$  was obtained. Job satisfaction and organizational culture simultaneously have a significant effect on the performance of employees of The Royal Hotel in East Aceh Regency. This is evidenced from the F test where  $F \text{ sig } 0.034 < 0.05$ . From the results of the analysis of the coefficient of determination can be explained that job satisfaction and organizational culture affect the performance of employees of The Royal Hotel in East Aceh Regency by 58.6%. While the remaining 41.4% is influenced by other variables not examined in this study.*

### Keywords

job satisfaction;  
organizational culture;



## I. Introduction

Every company to be able to develop and progress always requires employees who have reliable performance. To realize reliable employee performance, it takes variables that influence so that employees are triggered to improve their performance. Among these variables can be felt that the satisfaction obtained while working and the culture of the organization has a good role in the growth and development of employee performance. Where job satisfaction is a pleasant and loving emotional attitude to the worker. This attitude is reflected by work morale, discipline, and work performance. (Hasibuan, 2013). Meanwhile, according to Siagian (2015), job satisfaction is a person's perspective both positive and negative about their work.

Job satisfaction affects the level of employee discipline, meaning that if satisfaction is obtained from work, good employee discipline. Conversely, if job satisfaction is less achieved at work, then employee discipline is low. But according to Badriyah (2015), job

satisfaction is a general attitude towards one's work, the difference between the amount of reward received by a worker, and the amount of rewards they believe must be received. This includes the condition of the place, ventilation, broadcasting, canteen, and parking lot. 1) The social aspect of work, is one of the attitudes that is difficult to describe but is seen as a contributing factor to being satisfied or not satisfied at work. 2) Communication, smooth communication between employees and management are often used as reasons for liking their position. 3) Facilities, hospital facilities, leave, pension fund, or housing are the standard of a position and if they can be fulfilled, it will cause satisfaction.

Job satisfaction is related to variables such as turnover and turnover, absenteeism, age, level of work, and company organization size. (Mangkunegara, 2011). 1) Higher job satisfaction is associated with lower employee turnover. Meanwhile, employees who are less satisfied usually have a higher turnover. 2). Level of Absenteeism Employees who are dissatisfied tend to have a high absence rate. They often do not attend work for illogical and subjective reasons. 3). Age, there is a tendency for older employees to be more satisfied than employees who are relatively young. satisfied. 4). Job Level, employees occupying higher levels of work tend to be more satisfied than employees who occupy lower level of work. Employees with higher levels of work show better work skills and are active in expressing ideas and are creative at work. 5). The size of the company organization, the size of the company organization can have employee satisfaction. This is because the size of the company is also related to coordination, communication, and employee participation.

Coordination and Work Relations; Coordination and working relations are one of the most important issues of government, especially now with the development of governmental tasks as an impact and demand the full attention of the government to organize coordination and working relations, both in the field of government and development. For this reason, the writer wants to explain the meaning of coordination and work relations. Coordination and work relations are two interrelated notions, because coordination can only be achieved as well as possible by making effective work relationships(Gittell in Halik, 2020).

Organizational culture is a system of shared meanings shared by members of an organization that distinguishes these organizations from other organizations Robbins in Sunyoto (2011: 149). Organizational culture is a pattern of basic assumptions that are found, created or developed by an individual or a particular employee with the intention that government agencies can overcome and overcome problems that arise. Organizational culture becomes a common reference including human resources (HR) in interacting in government agencies. Therefore, organizational culture greatly influences the fundamental aspects of organizational performance. If organizational culture is an important aspect in improving performance then organizational culture must be managed properly. To be able to manage the organization properly requires a clear understanding and attention to organizational culture (Daud, et. All, 2019; Latief, et.all, 2019; Latief, et.all, 2019; Latief, et. All, 2018; Syardiansah, et. all, 2018). Every organization or company has an organizational culture that functions to form rules or guidelines in thinking and acting to achieve the goals set. This means that an organizational culture that grows and is well maintained will be able to drive the organization towards better development.

According to Robbins and Judge in Sunyoto (2015) states the organizational culture as a system of shared meanings adopted by members of the organization that distinguishes these organizations with other organizations. Meanwhile, according to Badeni (2013) also believes that organizational culture a set of values, assumptions, and standards of behavior that are developed and believed by most members of the organization as a reference in running an

organization or solving organizational problems, both internally (increasing effectiveness, efficiency, and integration) and face external problems. According to Robbins in Sunyoto (2011) organizational culture is a system of shared meanings shared by members of the organization that distinguishes these organizations from other organizations. The characteristics of organizational culture according to Sunyoto (2011) are: 1) Innovation and the courage to take risks, namely the extent to which employees are encouraged to be innovative and dare to take risks. 2) Attention to details / details, ie to what extent employees are expected to carry out accuracy / precision, analysis and attention to details. 3) Results orientation, which is the extent to which management is more focused on results rather than focusing on the techniques or processes used to achieve these results. 4) People orientation, i.e. the extent to which management decisions consider the effects of these results on the people in the organization. 5) Team orientation, which is the extent of the work activities of the organization on the team rather than individuals. 6) Aggressiveness / aggressiveness. that is to what extent people are aggressive and competitive rather than relaxed. 7) Stability, i.e. the extent to which the organization's activities emphasize maintaining the status quo as opposed to growth.

Organizational culture has 2 main functions, (Sunyoto, 2011), namely: a) As a process of internal integration, which is where members of the organization can unite, so they will understand how to interact with each other. This internal integration function will give a person and other colleagues a collective identity and provide guidance on how a person can work effectively together. b) As an external adaptation process, which is where the organizational culture will determine how the organization fulfills its various objectives and relates to external parties. This function will provide the level of organizational adaptation in responding to changing times, competition, innovation and service to consumers.

The Royal Hotel is one of the hotels in East Aceh Regency. This hotel was just established in 2016 so that the existing organizational culture at The Royal Hotel has not been fully implemented effectively. The problem with existing organizational culture is that there is still the creation of a rigid organizational culture and relations between employees have not been effective. On the other hand, employee job satisfaction is also still low due to employees who have not been able to adapt to the work environment of The Royal Hotel. Salary and lack of motivation from superiors is also one of the factors that influence employee job satisfaction which in turn will affect performance. Both organizational culture and job satisfaction will certainly have an impact on employee performance. A good organizational culture and can be applied by all employees will improve performance. Conversely, if organizational culture is not created effectively, performance will decline. Similarly, job satisfaction, where employees who feel satisfaction at work will be able to work better than before.

According to Yani (2012) performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skill, experience and sincerity as well as time. However according to Kasmir (2016) that performance is the result of work and work behavior of a person in a period, usually 1 year. Then the performance can be measured by the ability to complete the tasks and responsibilities given. This means that in work contains elements of the standard that achievement must be met, so, for those who reach the standards set means good performance. While Fahmi (2016: 203) defines performance as the results obtained by an organization both the organization is profit oriented and non profit oriented.

The performance evaluation indicators according to Kasmir (2016: 208) are as follows: 1). Quality (quality), performance measurement can be done by looking at the quality (quality) of the work produced through a certain process. In other words, quality is a level where the process or result of completing an activity approaches the perfect point. 2).

Quantity, to measure performance can also be done by looking at the quantity produced by someone. In other words, the quantity of production produced can be shown in terms of currency units, the number of units, or the number of activity cycles completed. Usually for certain jobs have determined the quantity achieved. Achievement of the expected quantity is the amount that matches the target or exceeds the target set. 3). Time (time period), for type in a broader sense the timeliness is where the activity can be completed, or a production result can be achieved within a predetermined time limit. For certain types of work the faster a job is, the better its performance and vice versa the slower the completion of a job, the less good its performance. 4). Supervision, almost all work needs to be done and requires supervision of work in progress. Basically the situation and conditions always change from good to bad or vice versa. Therefore, every work activity requires supervision so that it does not deviate from what has been set. With the supervision, every job will produce good performance. 5). Relationships between employees, performance appraisal is often associated with cooperation or harmony between employees and between leaders. This relationship is often also said to be a relationship between individuals. In this relationship measured whether an employee is able to develop feelings of mutual respect, goodwill and cooperation between one employee and another employee. Relationships between individuals will create a comfortable atmosphere and cooperation that allows each other to support each other to produce better work activities. Relations between employees is a work behavior produced by an employee.

Employees whose performance has been found to be less able to occupy their positions require the following: a). Career planning and development, the results of performance appraisal are used to determine one's career path opportunities. This means that for those who experience performance improvements, promotions will be made. b). Training and development needs, performance objectives for training and development needs are intended for employees who lack capability or expertise. The aim of the training is to boost employee performance in order to become better. c). Compensation adjustments, employees who perform well of course compensation will increase the amount in accordance with company regulations. Likewise for those who are performing well, of course the compensation is reduced because they cannot reach the set standard. d). Employee competency inventory, by evaluating the performance of all employees for several periods, the company has employee data stores. These data and information are data and information about the competencies, skills, talents, potential of all employees. This means that the company has a map of the strengths and weaknesses of its employees. e). Fair employment opportunities, by implementing a good performance system will provide a sense of justice for all employees. This means that those who have good performance will receive compensation for their efforts to improve performance. Conversely for those whose performance is declining or unfavorable will accept gracefully and do not need to do things that are not necessary. This means that with the performance appraisal all employees feel given the opportunity to excel as well as possible. Performance appraisal also proves that there is no difference in valuation from one another as long as it is still in the corridor of company policy. Performance appraisals are carried out without discrimination in any form, so as to provide a sense of justice for all employees. f). Effective communication between subordinate superiors, the results of performance appraisal are also used to measure the effectiveness of communication between superiors and subordinates. The boss will be able to correct how should make good communication with subordinates one by one.

With the communication that should be done, it will certainly have an influence on one's performance. Communication knowledge that must be known must be done for the entire employee. This means that every employee has their own ways of communication.

Therefore, it is his supervisor's job to find out what kind of communication is needed for each of his subordinates. Communication will be effective if you already know the communication style needed. g). Work culture, meaning that there is a performance evaluation will create a culture that values work quality. Employees can not work as they wish, but must try to improve performance. In other words, performance can change work culture towards rewarding quality and work productivity and can also change employee work culture. h). Imposing sanctions, in addition to providing various benefits for employees, performance appraisal is also a means to provide penalties for declining employee performance. The amount of the penalty or sanction received depends on the level of performance the employee has received. The lightest sanctions are usually in the form of reprimands for not repeating actions and being able to improve their performance in the future. The second sanction can be given in the form of no chance of career advancement or compensation, the third sanction given is transferred to my unit or other part. While the toughest sanctions are in the form of being issued from a company.

According to Pasolong (2010), the factors that influence employee performance are as follows: 1). Ability, namely the ability in a field that is influenced by adequate talent, intelligence and interest. 2). Willingness, which is a willingness to spend a high level of effort for organizational goals. 3). Energy, which is a source of strength from within a person. With the energy, a person is able to respond and react to whatever is needed, without deep thought or conscious attention so that the mental acuity and concentration in managing work becomes higher. 4). Technology, namely the application of existing knowledge to facilitate the work. Compensation, which is something that is received by employees as a reward for performance and benefit him. 6). Clarity of purpose, namely goals to be achieved by employees. This goal must be clear so that the work carried out by employees can be directed and run more effectively and efficiently. 7). Security, which is a fundamental human need, because in general someone who feels safe in doing his work, will affect his performance.

The hypotheses in this study are: Ho1 job satisfaction positively and significantly affects employee performance. Ha1 job satisfaction has a positive and not significant effect on employee performance. Ho2 organizational culture has a positive and significant impact on employee performance. Ha2 has a positive and not significant effect on employee performance. Ho3 job satisfaction and organizational culture simultaneously have a significant effect on employee performance. Ha3 job satisfaction and organizational culture simultaneously have no significant effect on the performance of employees of The Royal Hotel in East Aceh District

## **II. Research Method**

This research was conducted at The Royal Hotel in East Aceh Regency located at Jl. Medan-Banda Aceh, East Aceh Regency, Seunebok Bace Village or around 4.02 km from the City of Idi Rayeuk. This study aims to determine the effect of organizational culture and job satisfaction on the performance of employees of The Royal Hotel in East Aceh Regency. The population in this study were employees at The Royal Hotel, amounting to 42 people. The sampling technique used in this study uses a non probability sampling technique that is saturated sampling, which is a sampling technique where all members of the population are sampled (Sugiyono, 2012). Therefore, the number of samples in this study amounted to 42 respondents.

The source of the data used in this study is primary data in the form of data collected directly from the object under study and for the benefit of the study concerned (Ardiyanto, 2011). Primary data in this study were obtained through observation, interviews, and

distribution of questionnaires directly to all employees of The Royal Hotel as many as 42 respondents.

Data collection techniques in this study consisted of 1) Field studies by: a). Observation is a method of collecting data through observing daily activities carried out by respondents in this study. b). Interview is a technique to collect data by conducting direct question and answer to respondents to obtain information needed by researchers. c). The questionnaire is a data collection technique by distributing a list of questions to respondents to find out the responses of respondents about the variables studied. 2) Literature study, by examining existing data through books, journals, and articles that are relevant to obtain the data needed by researchers to complete the results of research

The data analysis method used in this study is multiple linear regression analysis. The mathematical model of multiple linear regression analysis is (Sugiyono, 2012):  $Y = a + bX_1 + bX_2$ , where Y is the performance variable, X1 is the job satisfaction variable and X2 is the organizational culture variable. Meanwhile, to test the hypothesis, the following analysis techniques are used: a) T test, used to test whether individually independent variables significantly influence the dependent variable. With the testing criteria is if the t-sig value > 0.05 then the hypothesis Ho is accepted and Ha is rejected, whereas if the value of t sig < 0.05 then the hypothesis Ho is rejected and Ha is accepted. 2) F test, used to test whether simultaneously independent variables significantly influence the dependent variable. With the testing criterion is if F sig > 0.05 then Ho's hypothesis is accepted and Ha is rejected, whereas if this F sig < 0.05 then Ho's hypothesis is rejected and Ha is accepted. 3) the coefficient of determination, in this analysis there is a number called the coefficient of determination or often called the determinant coefficient, because the magnitude is the square of the correlation coefficient (R<sup>2</sup>), so this coefficient is useful for knowing the magnitude of the influence of independent variables on the dependent variable.

### III. Discussion

Primary data collection in this study used a questionnaire distributed to employees of The Royal Hotel and then filled in accordance with the instructions available. From the distribution of the questionnaire, it can be seen the number of respondents based on gender, age, and level of education.

**Table 1.** Respondents by Gender

Gender	Total (people)	Percentage (%)
Male	18	42,85
Female	24	57,15

Source: processed data (2019)

Based on table 1, it can be explained that out of 42 total respondents, 18 of them (42.85%) were male respondents, while 24 people (57.15%) were female respondents. In this case, more female employees are seen working at The Royal Hotel in East Aceh District as the backbone of the operation of the business.

While in terms of age with a total of 42 respondents, 26 of whom (61.90%) were respondents aged 20-30 years, 13 people (30.95%) were respondents aged 31-40 years, and 3 people ( 7.15%) are respondents aged > 40 years. From this age side it is clear that the productive age is very dominating who work at The Royal Hotel in East Aceh District.



**Table 2. Respondents by Age**

Age (Year)	Total (People)	Percentage (%)
20 – 30	26	61,90
31 - 40	13	30,95
> 40	3	7,15

Source: processed data (2019)

And in terms of education 9 people were obtained (21.42%) were respondents with the last high school education level, 17 people (40.47%) were respondents with the last education level Diploma, and 16 people (38.11%) were respondents with the last Bachelor level. In this case higher education plays a very important role in being able to be employed at The Royal Hotel in East Aceh District, because the higher the education, the more guaranteed the skills and knowledge of individual workers.

**Table 3. Respondents Based on Education**

Age (Year)	Total (People)	Percentage (%)
Senior High School	9	21,42
Diploma	17	40,47
Bachelor	16	38,11

Source: processed data (2019)

Based on the results of the distribution of questionnaires to 42 respondents obtained the results of multiple linear regression analysis as follows. Based on the results of the analysis obtained a multiple linear regression model  $Y = 2.984 + 0.460X_1 + 0.203X_2$ . From this equation it can be explained that the constant value of 2.984 is the value of the performance variable if the variable of job satisfaction and organizational culture is zero. While the regression coefficient of job satisfaction variable of 0.460 indicates a positive effect on performance and if it increases by one unit it will increase performance by 0.460 units assuming the organizational culture variable does not change. And the regression coefficient of organizational culture variable of 0.203 indicates a positive effect on performance and if it increases by one unit then it will increase performance by 0.203 units assuming the job satisfaction variable does not change.

To test the hypotheses shown in table 4 the results of the analysis using SPSS 24.0 as follows:

**Table 4. Results of Multiple Linear Regression Analysis**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.984	1.170		7.537	.000
Culture	.203	.145	.036	2.871	.035
Organisation					
Job Satisfaction	.460	.022	.191	2.998	.029

Sumber: data diolah SPSS (2019)

From the results of the t test to determine the effect of job satisfaction and organizational culture partially on employee performance. Then it is found that the job satisfaction variable has a value of t sig. 0.029. Therefore the value of t sig.  $0.029 < 0.05$ , it can be stated that job satisfaction has a significant effect on the performance of employees of The Royal Hotel, thus the  $H_01$  hypothesis is accepted and  $H_{a1}$  is rejected. And it is found

that the organizational culture variable has a value of sig. 0.035. Therefore the value of t sig. 0.035 <0.05, it can be stated that organizational culture has a significant effect on the performance of employees of The Royal Hotel, thus the Ho2 hypothesis is accepted and Ha2 is rejected.

Whereas to test the hypothesis of the effect of job satisfaction and organizational culture simultaneously it is carried out with the F test as shown in table 5. The F sig is obtained. which is 0.034. Therefore the value of F sig. 0.034 <0.05, it can be stated that organizational culture and job satisfaction simultaneously have a significant effect on employee performance at The Royal Hotel in East Aceh Regency.

**Table 5.** F test results

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	3.241	2	1.621	4.981	.034 <sup>a</sup>
Residual	80.878	39	2.074		
Total	84.119	41			

Source: SPSS processed data (2019)

## V. Conclusion

Based on data processing and analysis, this research can be concluded that job satisfaction has a positive and significant effect on employee performance at The Royal Hotel in East Aceh Regency. This is evidenced from the t test in which the value of t sig is obtained. 0.029 <0.05. Organizational culture has a positive and significant effect on employee performance at The Royal Hotel in East Aceh Regency. This is evidenced from the t test in which the value of t sig is obtained. 0.035 <0.05. Simultaneously, job satisfaction and organizational culture variables have a positive and significant effect on employee performance at The Royal Hotel in East Aceh Regency. This is evidenced from the F test in which the F sig value was obtained. 0.034 <0.05. From the analysis of the coefficient of determination can be explained that job satisfaction and organizational culture and affect employee performance at The Royal Hotel in East Aceh Regency amounted to 58.6%, while the remaining 41.4% was influenced by other variables. Estimation results show that the Land Area variable has the greatest influence on the PDRB model of the Agriculture Sector compared to the variable Number of Workforce in the Agriculture Sector and Oil Palm Production in five districts of North Sumatra.

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