

# The Effect of Organizational Culture and Job Satisfaction on Employee Performance Emergency Installation PROF DR. R. D. KANDOW HOSPITALS MANADO-INDONESIA

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## The Effect of Organizational Culture and Job Satisfaction on Employee Performance Emergency Installation PROF DR. R. D. KANDOW HOSPITALS MANADO-INDONESIA

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### Abstract

This research aimed to describe and analyze: 1) the effect of the organizational culture toward the performance of emergency department employees, 2) the effect of the job satisfaction toward the performance of emergency department employees, and 3) the effect of the organizational culture and the job satisfaction simultaneously toward the performance of emergency department employees. Survey method was implemented with qualitative approach. Population unit were 167 teachers. Research sample were 63 teachers which randomly selected from 167. Questionnaire with Likert scale was the technique used to collect the data. Testing the hypothesis were using simple and multiple correlation analysis. The result of data analysis showed that: 1) there was effect of the organizational culture toward the performance of emergency department employees, 2) there was effect of the job satisfaction toward the performance of emergency department employees, and 3) there was effect of the organizational culture and the job satisfaction toward the performance of emergency department employees, RSUP Prof. Dr. R. D. Kandow Manado. Based on these conclusion, it could be recommended that: 1) organizational culture should get attention from all institutional devices, such as; the leaders of hospitals, doctors, administrative staff, laboratory personnel, and the community, 2) the efforts to improve employee performance, it is expected that hospital leaders need to pay attention to policies, such as; job satisfaction for employees.

**Keywords:** Organizational Culture, Job Satisfaction, Employees performance.

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### 1. Introduction

In the face of increasingly fierce competition today, it is necessary to have quality human resources so that they are able to face competition and change. The quality of human resources is currently being the main focus of various studies in the field of organizational management because human resources are a factor that distinguishes between developing countries from undeveloped countries. Therefore, improving the quality of human resources as a development actor is very strategic. This is based on Indonesia's development goals, among others, to form quality human beings. Human resources is one factor in increasing the work productivity of an organization or agency. Increased productivity is largely determined by human resources who have high commitment, expertise or competence, and a good organizational culture, as well as work capabilities that can support job satisfaction. According to Timpe (2014: 136), that employees who have high job performance are productive employees. Productive employees have the following characteristics: (1) have mind intelligence and can learn about the conditions quickly, (2) have professional competence, (3) have high creative and innovative abilities, (4) understand and master their work, (5) smart learning, using logic, and organizing work efficiently, (6) always trying to make improvements, (7) considered valuable by supervisors, (8) having good achievements, and (9) always trying to improve work ability. But in reality, expectations regarding the quality of quality human resources, which are reflected in the performance of each employee, are still far from expectations.

Gibson, Ivancevich, Donnelly (1996: 70) suggests that management tasks revolve around efforts to manage human elements with their potential so that human resources are satisfied (satisfied) and satisfying for the organization. Lodge and Derek in Waridin and Masrukhin (2015: 112) suggest that one of the goals of work is to obtain job satisfaction. Job satisfaction is closely related between employee attitudes towards various factors in the work, including: work situation, social influence in work, rewards and leadership and other factors. People will feel satisfied if there is no discrepancy between what they want and their perception of reality. Although there are differences but if the difference is positive then the person or employee will feel satisfied, and vice versa. Employees will feel satisfied when getting something needed. The greater the employee's needs are met, the employee will be more satisfied, and vice versa. The results of the pre-survey conducted at the emergency department staff at the Central General Hospital Prof. Dr. R. D. Kandow Manado shows that research on organizational culture has been established for a long time, but there are still negative things that often appear in the community about employee organizational culture such as examples of too long a tendency to provide services to the community. There are still many employees who are not optimal at work, as one of the variables to be examined is about employee performance.

High and low job satisfaction, can be influenced by several factors, among others, the level of education, skills, level of income, discipline, attitudes and work ethics, motivation, health, social security, technology, management and opportunities for achievement. In an effort to improve job satisfaction of employees, organizations or educational institutions must pay attention to these factors. The purpose of the study is to analyze and describe data about: (1) Effect of organizational culture on the performance of emergency department staff employees at the Central General Hospital Prof. Dr. R. D. Kandow Manado (2) Effect of job satisfaction on the performance of emergency department staff employees at the Central General Hospital Prof. Dr. R. D. Kandow Manado. (3) The influence of organizational culture and job satisfaction together on the performance of employees of emergency department employee performance at the Central General Hospital Prof. Dr. R. D. Kandow Manado.

## 2. Literature review

### 2.1 Employee Performance

Performance is defined by Colquitt (2009: 37) as "the value of the set of employee behaviors that contribute, either positively or negatively, to organizational goal accomplishment". The value of a set of employee behaviors that contribute, both positively and negatively to the fulfillment of organizational goals. According to him, performance is determined by three factors, namely: 1) task performance is influenced by routine and adaptation factors, 2) citizenship behavior is influenced by interpersonal factors, and organizational factors, and 3) counter productive behavior is influenced by factor deviation, production deviation, deviation factor politics and factors of personal aggression.

Luthans (2012: 89) states "People generally have intense desire to know how they are doing, they engage in feedback-seeking behavior. Even though feedback has been found to be complex in research studies. It is generally accepted that feed backs on individual performance in behavioral management. This view shows as a strong hope to know how they work and engage in feedback behavior that can advance individual performance in behavior management.

According Kondalkar (2008: 112), "The level of performance will generally depend upon role perception as defined in standing orders / policy instructions, the level of effort, skills, abilities, knowledge, and intellectual capacity of the individual". This view shows that the level of performance will depend on the perception of roles as determined in the policy regulations, the level of effort, skills, work ability, knowledge, and intellectual capacity of the individual. According to Ivancevich (2008: 552), "Job performance includes a number of outcomes. In this section we will discuss performance outcomes that have values to the organizational and to the individual ". Job performance includes a number of results that have value to organizations and individuals. Each behavior is associated with certain results. Someone who works with certain behaviors, will get something of value for the organization and individuals. This is already a description of performance and results. Medium according to Armstrong (2006: 1), "Performance management can be defined as a systematic process for improving organizational performance by developing the performance of individuals and teams". The expression shows that management performance is a systematic process to improve organizational performance by developing individual and team performance.

Harsey, Blanchard and Johnson (1996: 105) state that performance is the result of an activity / work. This is in line with what was stated by Milkovich and Boudreau (1997: 100), namely, "Performance reflecting the organization's success. Employee performance is the degree to which employees accomplish work requirements. From this opinion, it can be seen that employee performance can be seen from the work determined. Another view was expressed by Benardin and Russell (1998: 239) who stated, "Performance is defined as the record of outcomes produced on a specified job function or activity during a specified time period". This view shows that performance is a record of an outcome of a work produced in a certain period of time.

According to Jennifer M. George & Gareth R. Jones (2005: 176) performance is "Performance evaluation of the results of a person's behavior: it involves determining how well a person has accomplished a task or done a job". Performance is an evaluation of the results of a person's attitude including determining whether or not a person's work has been done. If someone can complete the tasks given to him exceeding the standards that have been set, it means good performance. According to John Boudreau, there are several elements related to performance, as stated below



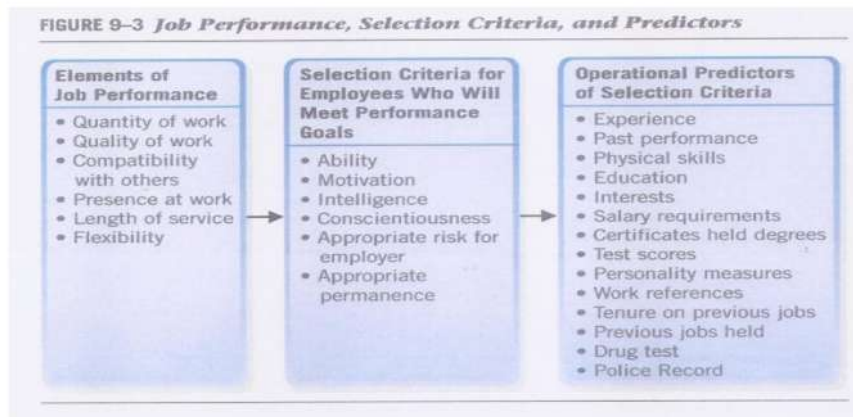


Figure 1 : Elements Job Performance

Source : Selecting and Placing Human Resources Management menurut John Boudreau, 2001, h. 281.

The picture above shows that performance elements include job quantity, work quality, compatibility with others, workplace presence, service length and flexibility. Opinions are based on a concept that can be used as a reference to measure the performance of the principal, namely:

1. Quantity of work, how many levels of solving problems from a number of existing programs while prioritizing problems that must be resolved immediately. Performance measures can be expressed in terms of the amount of output and the percentage between the actual output and the target output.
  2. Quality of work, can be seen in terms of accuracy and neatness in work, speed of completing tasks, skills and work skills. Performance measures are expressed in terms of quality that varies outside the boundary, the number of complaints that are still within limits that can be considered tolerable.
  3. Work ability, can mean speed and less problems in completing tasks. Performance measures can be expressed as a comparison of time with tasks and the number of problems that exist.
  4. Attendance at work, where it is in the place of assignments and related places, discipline in the task, discipline in fulfilling the rules that have been made. Performance measures can be expressed in the form of achieving the task deadline.
  5. Reliability of service delivery, willingness to provide assistance when it is needed to solve problems by all personnel and the community relating to public services.
  6. Flexibility, easy to adjust to various situations faced, both in the atmosphere of learning at school and outside.
- According to Hernama and Kristianty (2007; 35) there are 4 (four) factors that influence performance, namely: a. Motivation of workers, b. Ability and skills, c. Clarity of rules and acceptance of assignments, d. Opportunity to work

## 2.2. Organizational Culture

Organizational culture often appears and even becomes the subject of discussion by scientists. This shows that the organizational culture is felt important and has direct and indirect benefits to the development of the organization. According to Ivancevich, Konospaske, and Matteson (1987: 36) that organizational culture as a perspective to understand the behavior of individuals and groups within an organization has its limitations. And is what employees perceive and how this perception creates a pattern of beliefs, values, and expectations. Organizational culture is a perspective to understand the attitudes of individuals and groups in organizations that have boundaries and what employees feel and how these perceptions create a form of rules, values, and expectations. According to Robert Kreitner and Angelo Kinick (2007: 76) organizational culture is "Shared values and beliefs that underline a company's identity". The shared values and beliefs that underlie corporate identity. The definition states that organizational culture is a form of paradigm that is owned, implicitly accepted by groups and determines how the group feels, thinks, and reacts to its diverse environment.

The definition stated by Kreitner and Kinicki shows three characteristics of organizational culture, namely: 1) organizational culture given to new employees through the process of socialization, 2) organizational culture influences our behavior in the workplace, and 3) organizational culture applies to two different levels. Each level varies in relation to outward views and the ability to work against change.

According to Luthans & Doh: "Organizational culture has been defined in several different ways. In its most basic form, organizational culture can be defined as the shared values and beliefs that enable people to understand their roles and the norms of the organization. The more detailed definition is offered by cultural

theorist Edgar Schein, who defines it as a pattern of shared basic assumptions that the group has as its problems of external adaptation and integration, and that has worked well enough to be considered valid and, therefore, to be taught to new members as to how to perceive, think, and feel in relation to those problems. "(2009: 158)

Psychologists tend to study culture and its impact on people using survey methods. The proof is that many psychologists actually prefer the term "atmosphere" from the word culture itself. According to Colquitt (2009: 546) organizational culture is "Organizational culture as the shared social knowledge within an organization regarding the rules, norms, and value that shapes the attitudes and behavior of employees". Organizational culture as a part of social knowledge in an organization by paying attention to rules, norms, and values in the form of attitudes and behavior on its employees.

The definition above helps in terms of organizational culture. First, culture is general knowledge among members of the organization. employees learn from the most important aspects of culture through other employees. This shift of view may be through clear communication, simple observation, or other invisible methods. In addition to culture is part of knowledge, which means that members of the organization understand and have a level of agreement by paying attention to what culture is. Second, culture explains to employees what are the rules, norms and values contained in the organization. What is the most important performance to achieve? What behaviors are appropriate and inappropriate at work? How should someone dress when at work? Third, forming and strengthening certain attitudes and behaviors in employees by creating a system of supervision of employees.)

There is evidence or information that the goals and values of individuals will develop over time to adjust to the organization for one's work. This development is not a difficult thing to describe, giving meaning to employees to carry out work within the organization. According to Jennifer M. George & Gareth R. Jones: Organizational culture is the set of shared values, beliefs, and norms that influence the way employees think, feel, and behave toward each other and toward people outside the organization. Just as an organization structure can increase employee cooperation and motivation, so the values and assumptions of an organization's culture can also promote the work and behavior that increases organizational effectiveness.

According to Schein quoted by Gary Yukl (2012: 303) "Schein defines the culture of a group or organization as shared assumptions about the world and their place, the nature of time and space, human nature, and human relationships. "Group or organizational culture is similar to assumptions and beliefs about the world and place in it, the conditions of time, space, human beings, and human relations. The above theory consists of four dimensions in an organization, namely: (1). Environment, which includes physical factors in the organization, for example: size, age, facilities and building conditions. Including technology used, chairs, tables, blackboards and all equipment used in the organization; (2). Milie, is a social dimension that relates to humans in organizations. For example, how many and how they appear, including race, ethnicity, income, socio-economic, and education level; (3). Social systems, referring to administrative and organizational arrangements; (4). Culture, refers to the values, beliefs, norms, mindset, and characteristics of organizational members.

John Kotter and James Haskett (2006: 536) say: There are three theories about relationship between organizational culture and performance, both of which support or refute these theories. The three are the strong culture perspective, the fit perspective, and the adaptation perspective. The strong culture with a consensus on the values that drives the company and with an intensity that is recognizable is even to outsiders. The Fit culture argues that the culture is a good only industry or strategy. The adaptive culture that encourages confidence and risk taking among employees, has leadership that produces change and focuses on changing the needs of customers.

John Kotter and James Heskett have reviewed three theories about the relationship between organizational culture and performance. The three theories are strong culture, proper culture, and adaptation culture. Strong culture emphasizes values that support the company and is easily recognized even though outsiders. Culture deserves to emphasize that culture is good if it is in accordance with industrial or corporate strategies. Adaptive culture is a culture that encourages employees to be confident and take risks, a culture that has leadership that produces change and focuses on customer needs. In short, organizational culture has a very important role in supporting the creation of an effective organization.

Basically, to build an organizational culture that requires a long and gradual period of time, it might be different in its journey from time to time. Nevertheless, the stages of formation or development of organizational culture can be identified as follows: (1). Someone comes up with ideas or ideas about a new business; (2). Someone brings key people who are thinkers and creates a core group that has the same vision as the founder; (3). The core group starts a series of actions to create an organization, collect funds, determine the type and place of business and others that are relevant; (4). Other people are brought into the organization to work together with the founders and core groups, starting a history together.

### *2.3 Job Satisfaction.*

Job satisfaction in principle is an individual matter. Where each individual has a different level of satisfaction



according to the value system that applies to him. The more aspects in the work that are in accordance with the individual is achieved, the higher the level of satisfaction felt. According to Steven L. McShane & Mary Ann Von Glonow (2008: 115) mentions job satisfaction is "Job satisfaction, a person's evaluation of his or her job and work context, it is probably the most studied attitude in organizational behavior. It is appraisal of the perceive job characteristics, work environment, and emotional experiences at work". Job satisfaction is an evaluation of work and employee work may be the attitude most studied in the attitude of the organization.

Job satisfaction is an assessment of the characteristics of work, work environment, and emotional experience in the workplace. Newstrom (2007: 204) defines "Job satisfaction is a set of favorable and unfavorable feelings and emotions with which employees view their work". Job satisfaction is a feeling of pleasure and displeasure and the feeling of employees looking at their work. Whereas Ivancovich (2008: 141) mentions "Job satisfaction, an attitude that workers have about their jobs. It results from their perception of the jobs". Job satisfaction is a feeling of pleasure and displeasure and the feeling of employees looking at their work. That is the result of their perception of work. While Jennifer (2005: 75) suggests "Job satisfaction the collection of feelings and beliefs that people have about their current jobs". Job satisfaction is a collection of feelings and beliefs that people have about their work now. Furthermore Jennifer proposed four types of the most influential theories of job satisfaction: Facet Model, Herzberg motivator health theory, Model Nonconformity and balance theory:

#### 1 Herzberg's Motivator-Hygiene Theory of the Job Satisfaction

Frederick Herzberg's motivator-hygiene theory focuses on the effects of certain types of the job facets on the job satisfaction. Herzberg's theory proposes that every employee has two sets of needs or requirements: motivator needs and hygiene needs. Motivator needs are associated with the actual work itself and how challenging it is. Job facets such as how interesting the work is, autonomy on the job, and responsibility it affords satisfy motivator needs. Hygiene needs are associated with the physical and psychological context in which the work is performed. Job facets such as physical working conditions (for example, the temperature and pleasantness of the surroundings), the nature of supervision, amount of pay, and job security satisfy hygiene needs. Herzberg proposed the following theoretical relationships between motivator needs, hygiene needs, and job satisfaction: (1). When motivator needs are met, employees will be satisfied; when these needs are not met, employees will not be satisfied. (2). When hygiene needs are met, employees will not be dissatisfied; when these needs are not met, employees will be dissatisfied. (Jennifer, 2005:85)

#### 2. The Discrepancy Model of Job satisfaction

The discrepancy model of job satisfaction is based on a simple idea: To determine how satisfied they are with their jobs, employees compare their job to some "ideal job." This ideal job could be what one thinks the job should be like, what one expected the job to be like, what one wants from the job, or what one's former job was like. According to the discrepancy model of job satisfaction, when employees' expectations about their ideal job are high, and when these expectations are not met, employees will be dissatisfied. (Jennifer, 2005:86)

#### 3. The Steady-State Theory of job satisfaction

The steady-state theory suggests that each employee has a typical, or characteristic, level of job satisfaction, called the steady state or equilibrium level. Different situational factors or events at work may move an employee temporarily from this steady state, but the employee will return eventually to his or her equilibrium level. For example, receiving a promotion and raise may temporarily boost an employee's level of job satisfaction. (Jennifer, 2005:87)

### 3. Research Methods

In order to obtain data in accordance with the objectives to be achieved, this study will use a quantitative approach in order to "maximize the objectivity of the design of this research carried out using numbers, statistical processing, structure and controlled trials" (Sugiyono, 2012: 2). In this study data were collected from respondents using questionnaires or questionnaires. After the data is obtained then the results are presented descriptively and the results of the research data are analyzed to test the hypothesis. This study uses a quantitative approach with survey methods through path analysis techniques. The research variables are: organizational culture (X1), job satisfaction (X2), and performance (Y).

This research was carried out at the emergency department staff at the Central General Hospital Prof. Dr. R. D. Kandow, Manado City. The population in this study were emergency department staff at the Central General Hospital Prof. Dr. R. D. Kandow Manado as many as 167 employees. Determination of stratified random sampling. This technique is used if the population has members that are not homogeneous and berstrata proportionally (Sugiyono, 2009: 64). In this study using a precision level of 10% with a confidence level of 90%. With the formula from Taro Yamane or Slovin, the number of samples is 63 people.

Data collection techniques used in this study were questionnaires. Questionnaire is a technique of indirect data collection. (researchers do not directly ask questions with respondents). The research instrument contains a number of statements that must be responded by respondents to find out information on organizational culture,

job satisfaction, and employee performance. The development of instruments for each variable is presented in the form of conceptual definitions, operational definitions, instrument grids, validity testing and instrument reliability.

The research instrument in the form of a questionnaire compiled based on the research variable indicator grid before being used for research was first tested with validity and reliability tests. Test the validity of using the Product Moment statistical formula, the calculation results are compared with the Product Moment table, if the  $r$  count is greater than the  $r$  table then the questionnaire item is declared valid. While the reliability test uses the AlphaCronbach statistical formula. Each item statement is equipped with 5 alternative responses; Strongly Agree is given a value of 5, Agree is given a value of 4, Doubtfully given a value of 3, Less Agree is given a value of 2 and Disagree is given a value of 1.

The purpose of the instrument validity test is to see the accuracy of the items in measuring the intended variable. Employee Performance Instruments in the form of a statement consisting of 25 statements. The validity criteria for whether or not the instrument is done by comparing  $r$  count and  $r$  table. If  $r$  count is greater than  $r$  table, then the item is declared valid, or vice versa if the  $r$  count is smaller or equal to  $r$  table at the significance level at  $\alpha = 0.05$  with  $dk = n-1$  then the item is declared invalid or fall. The testing of validity is done using the help of the Microsoft Excel program. Based on the validity of the items using the Product Moment correlational technique. Based on the results of testing the validity of the employee performance instrument, it is known that from 25 statements, 1 item statement is invalid so it must be dropped (omitted), namely item number 19. The number of items is valid and used as a tool for taking research data as many as 24 items.

Instrument reliability shows an assumption that the instrument can be trusted to be used in data collection if the instrument items are valid. Calculation of reliability using the Cronbach Alpha formula. The calculation of the reliability of the employee performance variable instrument from 25 items after calculating 1 item statement that dropped (omitted) so that there are only 24 items statement. The results of the calculation of reliability using the Cronbach Alpha formula obtained a coefficient of 0.918.

#### 4. Results and Discussion

Based on the results of data collection through questionnaires given to respondents a total of 63 people, obtained a description of the data from the variable Organizational Culture (X1), Job Satisfaction (X2), and Employee Performance (Y) as listed in the Table below:

Table 1. Summary of Descriptive Data Statistic

	Organizational Culture (X <sub>1</sub> )	Job Satisfaction (X <sub>2</sub> )	Employees performance.(Y)
Responden (n)	63	63	63
Rerata	120.71	119.08	103.00
Max	145.00	140.00	124.00
Min	75.00	75.00	79.00
Media	121.00	120.00	101.00
Modus	110.00	136.00	93.00
Std dev	17.4720316	15.1564972	11.6508341
Varians	305.271889	229.719406	135.741935
kuadrat	936,959	907,576	676,783

For regression linearity test obtained  $F_{count} = 1.208$  while with the numerator freedom degree 2 and the denominator freedom degree 47 obtained the  $F_{table}$  price of 3.150. Because  $F_{count}$  is smaller than  $F_{table}$ , it can be concluded that the regression performance model of employee performance on organizational culture is linear.

Table 2 . ANOVA Table Linieritas Regresi Y atas X1 dan X2

			Sum of Squares	Df	Mean Square	F	Sig.
Employee performance Organizational culture	Between Groups	(Combined) Linearity	6454.000	24	268.917	1.208	.000
		Deviation from Linearity	303.316	1	303.316	1.875	.020
			6150.684	23	267.421	1.179	.000
	Within Groups		1962.000	38	51.632		
	Total		8416.000	62			

For regression linearity test obtained  $F_{count} = 1.208$  while with the numerator freedom degree 2 and the denominator freedom degree 47 obtained the  $F_{table}$  price of 3.150. Because  $F_{count}$  is smaller than  $F_{table}$ , it can be concluded that the regression performance model of employee performance on organizational culture is linear. Regression linearity test of Employee Performance for Job Satisfaction can be seen as in the table below



Table 3. ANOVA Linieritas Regresi Y atas X<sub>2</sub>

			Sum of Squares	Df	Mean Square	F	Sig.
Emp. Performance Job. satisfaction	Between Groups	(Combined)	6033.000	24	251.375	3.008	.000
		Linearity	13.841	1	13.841	.221	.641
		Deviation from Linearity	6019.159	23	261.703	4.173	.000
Within Groups			2383.000	38	62.711		
Total			8416.000	62			

The results of the analysis of regression linearity as seen in the analysis table of variance obtained  $F_{count} = 3.008$ . While  $F_{table}$  on numerator freedom degree 2 and denominator freedom degree 60 obtained the price of  $F_{table} (0.05, 2, 60)$  of 3,150. Because  $F_{count}$  is smaller than  $F_{table}$ , it can be concluded that the regression equation model of Employee Performance is linear in Job Satisfaction.

#### 4.1. The Effect of Organizational Culture on Employee Performance.

The first hypothesis proposed in this study is that Organizational Culture has a positive effect on Employee Performance.

Table 4.. Regression equation  $\hat{Y} = 118.282 + 0.127 X_1$

Model	Coefficients <sup>a</sup>				
	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	118.282	10.223		11.570	.000
Budaya Organinsasi	.127	.084	.190	1.510	.136

a. Dependent Variable: Employee Performance

The calculation results produce a regression equation  $\hat{Y} = 118.282 + 0.127 X_1$  with a correlation coefficient ( $r$ ) = 0.190 with  $r^2 = 0.036$ . Next in testing hypothesis 1 with a real level of  $\alpha = 0.05$  and  $dk = n - 2 = 63 - 2 = 61$ , the value of  $t (0.05; 61)$  table = 2.00; The calculation results get the value of  $t_{count} = 11.570$ . Based on these criteria it turns out that the value of  $t_{count} = 11.570 >$  the value of  $t$  table = 2.00 so that  $H_0$  is rejected. So it can be concluded that: Organizational culture has a significant influence positively influencing the Emergency Installation Staff Performance of the Central General Hospital Prof. Dr. R. D. Kadow Manado, amounting to 0.190 or 19.0%. Based on linear regression analysis  $\hat{Y} = 118.282 + 0.127 X_1$

It can be explained that the regression value of the Organizational Culture variable value is positive, which is 0,190; it means that whenever there is an increase in Organizational Culture, the Employee Performance will increase by increasing by 19.0%. This means that the more increasing Organizational Culture ( $X_1$ ), the more increasing Employee Performance ( $Y$ ), or in other words that Organizational Culture has a significant influence on Emergency Installation Staff Performance Center General Hospital Prof. Dr. R. D. Kadow Manado. According to Suhardan (2010: 121) organizational culture illustrates how all employees get along, act and solve problems in all matters in their school environment. The habit of developing themselves, especially how each group member in an institution or institution tries to improve themselves and improve the quality of their work, is a living culture as a tradition that is no longer considered a workload.

The results of the research and data analysis show that the organizational culture has a positive contribution to the performance of Emergency Installation staff at the Central General Hospital Prof. Dr. R. D. Kadow Manado with a very real influence. Organizational culture influences how employees relate to and work with all residents of the Hospital, with fellow employees, patients, assistants for sick people, administrative staff, and also to the community. Creating an organizational culture that is responsive to change will affect employee performance.

#### 4.2. The Effect of Job Satisfaction on Employee Performance.

The second hypothesis in this study is Job Satisfaction affect on Job Employee Performance

Table 5. Regression Equation  $\hat{Y} = 99,288 + 0,031 X_2$

Model	Coefficients <sup>a</sup>				
	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	99.288	11.803		8.412	.000
Job Satisfaction	.031	.098	.041	.317	.752

a. Dependent Variable: Employee Performance



The calculation results produce a regression equation  $\hat{Y} = 99,288 + 0,031X_2$  with a correlation coefficient ( $r$ ) = 0.041 with  $r^2 = 0.002$ . Next based on the above testing table in the real level  $\alpha = 0.05$  and  $dk = n-2 = 63-2 = 61$ , the value of  $t(0.05; 61)$  table = 2.00; The calculation results get the value of  $t_{count} = 8.412$ . Based on these criteria it turns out that the value of  $t_{count} = 8.41 >$  the value of  $t$  table = 2.00 so that  $H_0$  is rejected. So it can be concluded that Job satisfaction provides a significant influence positively influencing the Emergency Installation Employee Performance Center General Hospital Prof. Dr. R. D. Kadow Manado, amounting to 0.041 or 4.10%. Based on linear regression analysis  $\hat{Y} = 99,288 + 0,031X_2$  it can be explained that the regression coefficient value of the Job Satisfaction variable is positive, which is 0,041; meaning that every time there is an increase in job satisfaction, the employee's performance will increase by increasing by 4.10%.

This means that the more increasing job satisfaction ( $X_2$ ), the more increasing Employee Performance ( $Y$ ), or in other words that Job Satisfaction has a significant influence on the performance of Emergency Installation staff at the Central General Hospital Prof. Dr. R. D. Kadow Manado. This finding is reinforced by the opinion of Kreitner da Kinicki, (in Wibowo 2007: 300), who argues that "Job satisfaction is an effective or emotional response to various aspects of one's work". This means that if there is satisfaction in a person there is an effective response to a job, because it will directly lead to positive emotions in carrying out a job, so that it can affect performance.

According to George and Jones (2005: 43), "Job satisfaction is the collection of feelings and beliefs that people have about their current jobs. People level or faction to extreme dissatisfaction. "(Job satisfaction is a collection of feelings and beliefs that people have for their current work. The level of satisfaction can move from being very satisfied to very dissatisfied). To be able to produce good performance, first of all must have interest and love work, because of interest and love of work will make the job is something fun, so that will arise enthusiasm, motivation, ideas, creative and others in carrying out the work.

#### 4.3. Effects of Organizational Culture and Job Satisfaction together on Employee Performance.

The third hypothesis in this study is Organizational Culture and Job Satisfaction jointly influence Employee Performance.

Table 5. Regression Equation  $X_1$  dan  $X_2$  terhadap  $Y$   
 Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	105.278	11.436		9.206	.000
Organizational Culture	.334	.122	.501	2.732	.008
Job Satisfaction	.320	.141	.416	2.266	.027

a. Dependent Variable: Employee Performance.

Based on the results of data processing as listed in table 4 the research hypothesis testing was obtained  $\hat{Y} = 105,278 + 0,334X_1 + 0,320X_2$  Based on the testing table obtained  $\rho$  ( $y, 12 = 0.335$ . With a real level  $\alpha = 0.05$  and  $dk = (k; nk-1) = (2; 63-2-1) = (2; 60)$  obtained the value of  $F(0.05; (2; 60))$  table = 3,150; The calculation results get a value of  $F_{count} = 2,786$ . Based on these criteria it turns out that the value of  $F_{count} = 2.79 <$  value of  $F(0.05; (2; 46))$  table = 3, 15 so that  $H_0$  is rejected and accepts  $H_1$ . Organizational Culture and Job Satisfaction together have a positive effect on Emergency Installation Staff Performance at the Central General Hospital Prof. Dr. R. D. Kadow Manado, amounting to 0.335 or 33.5%.

Based on linear regression analysis  $\hat{Y} = 105,278 + 0,334X_1 + 0,320X_2$ , it can be explained that the regression coefficient of the Organizational Culture and Job Satisfaction variables are jointly positive, namely 0.335; meaning that every time there is an increase in Organizational Culture and Job Satisfaction together, the Employee Performance will increase by increasing by 33.5%. This means that the more increasing Organizational Culture ( $X_1$ ) and Job Satisfaction ( $X_2$ ) together, the more Employee Performance ( $Y$ ) increases, or in other words that organizational culture and job satisfaction together have a significant influence with the performance of Emergency Installation staff at the Central General Hospital Prof. Dr. R. D. Kadow Manado.

## 5. Conclusion

Based on the results of research and discussion conclusions can be drawn as follows:

1. Organizational culture has a positive effect on the performance of Emergency Installation staff at the Central General Hospital Prof. Dr. R. D. Kadow Manado. This means that a good and conducive organizational culture creates a work atmosphere that encourages the productive work of employees as a whole.
2. Job Satisfaction has a positive effect on Emergency Installation Employee Performance Center General Hospital Prof. Dr. R. D. Kadow Manado. This means that high job satisfaction will result in improved employee performance.
3. Organizational Culture and Job Satisfaction together have a positive effect on Emergency Installation Staff

Performance at the Central General Hospital Prof. Dr. R. D. Kandow Manado. This means that with a conducive Organizational Culture and high Job Satisfaction can create synergy so as to produce an increase in employee performance.

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