ANALYSIS OF THE INFLUENCE OF ORGANIZATIONAL CULTURE AND SATISFACTION ON EMPLOYEE PERFORMANCE
(Case Study: KSPPS Dana Ukhuwah)

Waffa Mutia Mutafannin[1], Nining Nurhasanah[2]

[1]*SEBI Email : waffamutia@gmail.com*
[2]*SEBI Lecturer Email : nining2010@gmail.com*

ABSTRACT. *This study aims to find out how the influence of organizational culture and satisfaction on the performance of employees at KSPPS Dana Ukhuwah. This study uses correlative or correlational models with the quantitative type of qualitative research. Based on the primary data in the form of questionnaires distributed to employees and secondary data in the form of journals, books and etc. By using Multiple Linear Regression analysis, it can be seen the effect of each independent variable on the dependent variable partially and the effect of independent variables on the dependent variable simultaneously. Based on the results of the analysis of this study, organizational culture variables have a positive and significant influence on employee performance partially and conversely the satisfaction variable does not have a positive and significant effect on employee performance. However, simultaneously organizational culture and satisfaction have sufficient influence on employee performance.*

Keywords: Organizational Culture, Satisfaction, Employee Performance

INTRODUCTION

One aspect that is very important not only in quantity but also in terms of quality is the large amount of human resources in Indonesia. If it can be utilized effectively and efficiently, will be beneficial to support the pace of sustainable national development. In order to provide reliable human resources in society, quality education is needed, the provision of various social facilities and adequate employment. The real main challenge is how to create human resources that can produce optimal performance to achieve the goals of a company or organization.

Douglas (2000: 86) explains that companies need employees who have high performance (job performance). Having a high-quality, high-performance human resource is a big advantage for the company. Human resources that have high performance can help the company in achieving its goals.

Susanto (2006: 109) said that to create effective and efficient employee performance for the progress of the organization it is necessary to have an organizational culture as one of the work guidelines that can be a reference for employees to carry out organizational activities. Every organization and company will strive to improve employee performance to achieve the stated

organizational goals. Many companies or organizations try various ways to improve employee performance to be more effective and efficient, for example through education and training, providing compensation and motivation, and creating a good work environment. According to Sarplin in Susanto (2006: 120) organizational culture is a system of values, beliefs and habits in an organization that interact with its formal system structure to produce norms of organizational behavior. According to Ivancevich (2006: 46) a strong organizational culture is characterized by the existence of employees who have a shared core value. The more values shared and accepted core values, the stronger the culture, and the greater the influence on organizational behavior. Organizational culture is pervasive in organizational life and subsequently influences every organizational life. Therefore, organizational culture greatly influences the fundamental aspects of organizational performance. This statement has been widely accepted and is supported by several studies that link performance with organizational culture. If organizational culture is an important aspect in improving performance then organizational culture must be managed properly.

In addition to organizational culture, job satisfaction is one aspect that affects employee performance (Sayekti, 2011). Attitude is one component of human capital. Therefore, in analyzing employees, this aspect of attitude must be taken into account. One of the employee's attitudes in relation is job satisfaction. According to Husain Umar (2008: 213), states that: Job satisfaction is a person's feelings and assessments of his work, specifically regarding the conditions of work, in relation to whether the work is able to meet expectations, needs, and desires.

Kreitner and Kinicki (2010: 256) argue that job satisfaction is an affective or emotional response to various aspects of a job. Ivancevich, Konopaske, and Matteson (2011: 141) Job satisfaction is the attitude that people have about their work.

Marihot Tua Effendi Hariandja (2009: 290) argues that job satisfaction is one of the important elements in the organization. This is caused by job satisfaction can affect work behavior such as lazy, diligent, productive, etc., or have a relationship between several types of behavior that is very important in the organization. According to T.Hani Handoko (2007: 193), job satisfaction is a pleasant or unpleasant emotional state where employees block their work. (Mokodampit, 2016: 16).

From some of the theories above, it can be concluded that there are many factors that affect employee performance. One of them is organizational culture and satisfaction. KSPPS Dana Ukhuwah is a KSPPS that has been established since November 1996. In its journey, the KSPPS Dana Ukhuwah has one central office and four branch offices. KSPPS Dana Ukhuwah's head office is in Lembang sub-district, West Bandung Regency and its branch distribution is in Subang, Cicalengka and Bandung City. KSPPS Dana Ukhuwah has a deposit product, financing product and payment point service. To build a maximum image and service, quality employees are also needed. Organizational

culture and satisfaction are important aspects in building employee quality. If the organizational culture of a company is strong and employees have satisfaction with their work, this will improve employee performance.

LITERATURE REVIEW

Employee Performance

Mangkunegara (2009: 67) Performance is the result of quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities given to him.

Sedarmayanti (2011: 260) Performance is a translation of performance which means the work of a worker, a management process or an organization as a whole, where the results of the work must be demonstrated concretely and measurably (compared to predetermined standards).

Henry Simamora (1995: 327) Employee performance is the level at which employees achieve job requirements. Rivai (in Muhammad Sandy 2015: 12) provides a definition that performance or work performance is the result or overall level of success of a person during a certain period in carrying out the task compared with various possibilities, such as work standards, targets or targets or predetermined criteria advance and mutually agreed upon. Abdullah (2014: 114) Performance standards are what an organization expects, and are a benchmark of goals or targets depending on the approach taken. Good performance standards must be realistic, measurable and easily understood so that they benefit the organization and employees.

Wilson (in Da Silva, 2015: 53) Performance standards are the level expected of a particular job to be completed, and is a benchmark (benchmark) of the goals or targets to be achieved, while the work results are the results obtained by an employee in doing work in accordance job requirements or performance standards.

According to Mathis and Jakson (2002: 5), factors that influence the performance of individual employees, namely: their ability, motivation, support received, the existence of the work they do and their relationship with the organization.

According to Husein (2007: 5), employee performance can be said to be good or can be assessed from several things, namely: **Loyalty**, Performance can be measured from the loyalty of employees to their duties and responsibilities in the organization. Loyalty is the determination and ability, obey, carry out and practice something that is obeyed with full awareness and responsibility. **Job Performance**, The results of employee work performance, both quality and quantity can be performance benchmarks. In general, an employee's work performance is influenced by the skills, skills, experience, and ability of employees to carry out their duties and functions. **Discipline**, to what extent employees can comply with existing regulations and carry out instructions given to him. **Creativity**, is the ability of employees to develop creativity and unleash their potential in completing their work so that they work more efficiently and effectively. **Cooperation**, in this case cooperation is measured by

the ability of employees to cooperate with other employees in completing a specified task, so that the work will be better. **Skills**, Can be measured from the level of employee education that is tailored to the job that is his job. **Responsibility**, i.e. the ability of an employee to complete the work submitted to him as well as possible and on time and dare to bear the risk of work done.

So from the opinion of Husein (2007: 5) above, employee performance can be said to be good or can be assessed through the seven aspects above. The more aspects that are met by employees, the better the employee's performance. Vice versa, if only a few aspects can be met, the employee's performance will be lower. (Primary, 2014: 5)

Organizational Culture

(Schein, 1990: 2) Comprehensive organizational culture is defined as a style and basic assumptions - discovered, or developed by a particular group to learn to overcome group problems from external adaptation and internal integration - that have worked well, enough relevant to be considered as the right thing to perceive, think and feel in relation to these problems.

Luthans in Susanto (2006: 111) argues that, organizational culture is the norms and values that direct the behavior of organizational members. Each member will behave in accordance with the culture that will apply in order to be accepted by the environment. In his opinion Sarplin in Susanto (2006: 120) states that organizational culture is a system of values, beliefs and habits with their formal structure to produce norms of organizational behavior. According to Sondang (1995: 233) organizational culture is an amalgamation of top management leadership style and norms and belief value systems of members of the organization. Meanwhile, according to Deddy Mulyadi (2006: 270) organizational culture is what employees feel and how this perception creates a model of trust, values and expectations.

Susanto (2006: 120) said in general to build an organization is very situational and depends on the desires and commitment of leaders and agents who manage the organization. An ideal organizational culture model for an organization is one that has at least two of the following characteristics: **Strong** means that the organizational culture that is built or developed by the organization must be able to bind and influence the behavior of the individual organizational actors to align between their individual and group goals with organization goals. In addition, the culture that is built must have goals, objectives, perceptions, feelings, values and beliefs, social interactions and shared norms that have a clear direction so they are able to work and express their potential in the same direction and passion. **Dynamic and adaptive** means that the organizational culture to be built must be flexible and responsive to the development of the internal and external environment. According to Susanto (2006: 120) there are two environmental variables that shape and influence an organization's cultural effectiveness, namely: Factors derived from internal

environmental variables include mission, vision, regulations and values instilled by the organization's predecessors. Factors originating from the global environment include trends in changing economic globalization, legal and economic demands, social demands, development of manufacturing technology, information technology transformation and ecology.

Organizational culture is the way people do things in the organization. Become part of the norm unit of an organization consisting of attitudes, beliefs, care values and behavioral patterns carried out by people in the organization. Attitudes, beliefs, care values and behavior patterns affect organizational performance.

Thus, the company's employee performance will improve along with the internalization of organizational culture. Employees who already understand the organization's values will make these values one of the organizational personalities.

Job satisfaction

Luthans (2006: 90) defines job satisfaction as a result of employee perceptions about how their work can provide something that is considered important. Meanwhile, according to Minner (1988: 90), job satisfaction is often equated with a person's attitude towards work. Almost the same as Minner's understanding, Robbins (1996: 90), states that job satisfaction as a general attitude and level of positive feelings towards one's work (Dimyati, 2011: 90).

According to Sutrisno (2011: 75) job satisfaction is a pleasant or unpleasant emotional state for employees to view their work. Job satisfaction reflects one's feelings towards their work and everything that is encountered in their work environment. Employees who do not get job satisfaction will never achieve psychological satisfaction and eventually will arise negative attitudes or behavior and in turn can cause frustration. Instead satisfied employees will be able to work well, passionately, actively, and can perform better than employees who do not get job satisfaction.

Indriyani (2012: 6) believes that job satisfaction is a set of employees' feelings about whether or not their work is fun. Job satisfaction is one's response to various work environments that they face. Someone's response includes the response to organizational communication, supervisors, compensation, promotions, coworkers, organizational policies and interpersonal relationships within the organization.

Job satisfaction can be an illustration of employees' feelings about their jobs. This will be seen in employees who have a high level of satisfaction will show a positive nature of their work. On the contrary, words of a cleric who have a low level of satisfaction will show a negative attitude towards his work.

According to Danfar (2009: 20) job satisfaction is a positive attitude regarding the adjustment of employees to the factors that influence it. The factors that affect job satisfaction, include: **Financial Satisfaction Factors**, namely the fulfillment of employee desires of the financial needs they receive to meet their daily needs so that job satisfaction for employees can be met. This includes: the

system, the amount of salary, social security, types of benefits, and the facilities provided and promotions. **Physical Satisfaction Factors**, namely factors related to the physical condition of the work environment and the physical condition of employees. This includes: type of work, work and rest time arrangements, work equipment, room or temperature conditions, lighting, air exchange, employee health conditions and age. **Social Satisfaction Factors**, namely factors related to social interaction both between fellow employees with their superiors and employees of different types of work. This includes several things, namely: coworkers, fair and wise leaders, and reasonable direction and orders. **Psychology Satisfaction Factor**, which is related to employee psychology. This includes: interests, serenity at work, attitudes towards work, talents and skills.

In his book (Sinambela, 2012: 262) states that there is no doubt that job satisfaction is significantly related to employee performance. Davis and Newstrom (1994: 107) suggest that some managers assume that high job satisfaction will always lead to high achievements, but this assumption is not true, evidence that gives the impression to be more accurate that productivity might lead to satisfaction (Robbins, 2003: 103).

In certain cases, there is a high possibility of satisfaction but the performance does not meet the standards. This indicates that employee performance is not only influenced by a single variable, namely satisfaction. But there are other variables that also affect the level of employee performance.

Hypothesis 1: Organizational Culture Partially has a positive and significant influence on Employee Performance on the KSPPS Dana Ukhuwah.

Hypothesis 2: Partial Job Satisfaction has a positive and significant effect on Employee Performance on KSPPS Dana Ukhuwah.

Hypothesis 3: Organizational Culture and Job Satisfaction simultaneously have a positive and significant influence on Employee Performance on KSPPS Dana Ukhuwah.

RESEARCH METHODOLOGY

Population and Sample

Population is a generalization area that consists of subjects or objects that have certain characteristics and qualities determined by a researcher to be studied which then draw a conclusion (Sugiyono, 2008). The population of this research is all 31 employees of KSPPS Dana Ukhuwah.

The sample is a subset of a population unit (Kuncoro, 2009: 118). The sample is part of a subject or object that represents the population. Sampling must be in accordance with the quality and characteristics of a population. Sampling that is not in accordance with the quality and characteristics of the population will cause a study to be ordinary, unreliable and the conclusions can be wrong. This is because it cannot represent the population. The sample of this research was 29 employees of KSPPS Dana Ukhuwah.

Data Collection Technique

Data collection techniques will be carried out by distributing questionnaires to employees by taking the number of samples from the specified population. Questionnaire, which is a way of collecting data by distributing questionnaires to respondents. In this study, the questionnaire was distributed to respondents. The type of questionnaire that will be used is a closed questionnaire where respondents are asked to answer questions by choosing answers that have been provided with a Likert Scale.

Data Analysis Technique

Based on the indicator variables above, the author then develops it into a research instrument which in this case is the questions in the research questionnaire.

Likert scale is used to measure attitudes, opinions, and perceptions of a person or group of people about social phenomena. So to find out the measurement of respondents' answers in this study which used a research instrument in the form of a questionnaire, the authors used the Likert scale method (Likert's Summated Ratings). In measuring respondents' answers, filling out questionnaires about the influence of organizational culture and job satisfaction on employee performance is measured using a Likert scale, with the following levels: Strongly Agree Answers are given a weight of 4, Agree Answers are given a weighting of 3, Answers Disagree are given a weight of 2, Very Answers Disagree given a weighting of 1.

Good research instruments (questionnaires) must meet the requirements of valid and reliable. To find out the validity and reliability of the questionnaire it is necessary to test the questionnaire using the validity test and the reliability test. Because the validity and reliability aims to test whether the questionnaire distributed to obtain research data is valid and reliable, for this reason, the author will also conduct both of these tests on the research instrument (questionnaire).

In processing questionnaire data, the author uses SPSS Software, which is a computer program used to analyze statistical data. The advantage of this program is that it can speed up calculations accurately. The results of questionnaire data processing through the SPSS, will produce a frequency distribution and percentage of statements of each indicator/statement.

Furthermore, this quantitative data will be used for statistical tests to obtain research results. But before processing the data to be the result of research, the data that has been obtained must first be tested for validity and reliability.

Furthermore, to determine the relationship and influence between organizational culture and job satisfaction on employee performance used multiple linear regression analysis techniques. Multiple Linear Analysis is used to predict how the state (ups and downs) of the dependent variable, if two or more independent variables as predictor factors are manipulated (increased in

Jurnal Ekonomi dan Perbankan Syariah
Vol. 7. No.2, Oktober 2019: 70-91, ISSN (cet): 2355-1755 | ISSN (online): 2579-6437

| 77

value). This analysis uses the equation formula as quoted in Sugiyono (2012: 41), namely:

$Y1 = a + b1 \ x1 + b2 \ x2 + e$

Y = The subject in the dependent variable is employee performance
a = Variable Y if X = 0 (constant)
b = Number of direction or regression coefficient, which shows the number of increase or decrease in the independent variable. If b (+) then rises, and if (-) there is a decrease.
X1 = Organizational culture
X2 = Job Satisfaction
E = residual value

In this analysis, a linear regression test is used in stages. The first stage is to conduct a factor analysis of the selected indicators into a form factor score. The second step is to estimate the score factor obtained by linear regression analysis using SPSS 16.0. The output results are in the form of the F test and the level of significance contained in the ANOVA table. While the t test and the level of significance contained in the coefficient table is used to form the significance of the effect of each variable.

The magnitude of the coefficient of determination (R^2) shows the percentage of observational variability of the dependent variable explained by the independent variable. R^2 ranges from numbers 0 to 1. The smaller R^2 is obtained, the weaker the relationship between the two variables.

Validity Test, This validity test is useful for measuring the validity of a questionnaire to be used as a basis for research. According to Prasetya Irawan (2006: 42), there are 2 (two) ways to measure a validity, namely measurement of external validity and internal validity. In this study, researchers will use internal validity measurement as a measure of the validity level of a questionnaire.

Internal validity measurement uses the product moment correlation formula. This validity measurement is done by the factor analysis method by correlating the scores obtained from the statements from the questionnaire.

This study uses bivariate analysis to see whether there is a relationship between the influence of organizational culture and job satisfaction on employee performance from data obtained from questionnaires. In addition, it can also be seen how strong the relationship between the two variables is. A number of statistical researchers make intervals categorizing the strength of correlation relationships, Jonathan Sarwono makes intervals of relationship strengths as follows:

Table 3.1 Interpretation of Strength Between Variables

R	Interpretation of Variables
0	There is no correlation

0.0 – 0.25	Very Weak Correlation
0.25 – 0.50	Self Correlation
0.50 – 0.75	Strong correlation
0.75 – 0.99	Very Strong Correlation
1.00	Perfect Correlation

Source: Jonathan Sarwono

Reliability Test, this reliability test is conducted to find out whether the results of the existing questionnaire can be trusted to be processed into research results. One of the characteristics of a reliable questionnaire is the results of the data are consistent from time to time (Prasetya Irawan, 2006). Examples of reliability measurements are measurements of external reliability, measurement of internal reliability and determination of the rough reliability index (Prasetya Irawan, 2006: 44).

The reliability test method used in this study is a measurement method using the Alpha Cronbach technique which is used to calculate the average of intercorrelations between questions in the questionnaire. If the alpha value in the questionnaire is more than 0.600, then the questionnaire is declared reliable to use (Purwanto, 2007: 44).

Classical Assumption Test, the classic assumption test conducted in this study aims to test the data used in this study whether it meets the classical assumptions, that is normally distributed data, there are no symptoms of multicollinearity, there is no autocorrelation and heteroscedasticity does not occur. If it meets all four of these things, the regression model will give the results of the Best Linear Unlimited Estiminator (BLUE), (Ghozali, 2011: 173); Normality Test, Multicollinearity Test, Autocorrelation Test and Heteroscedasticity Test.

ANALYSIS AND DISCUSSION

One of the administrators of Pinbuk who is domiciled in Lembang District, realized that at that time there was not a single KSPPS in Lembang district. Then the idea emerged to establish a KSPPS in Lembang, the idea was then disseminated to his colleagues. In the end, the Ukhuwah Dana KSPPS was established with the initiation: Imas Masitoh, S.Pd, Drs. Eri Endriyali, Drs. Marsadi, Eman Sulaeman, S.Ag and Muhammad Rizani, S.Sos.

After all the preparations were deemed sufficient, it was decided that the KSPPS which would later be named the KSPPS Dana Ukhuwah would be inaugurated on November 10, 1996 with the hope of being able to be inaugurated by the Governor of West Java. However, with all the existing conditions, it is not possible to be formalized by the Governor. Then the inauguration of the KSPPS Dana Ukhuwah was based on gratitude for its birth as the first KSPPS in Lembang sub-district.

Initially, the Non-Governmental Groups were the umbrella chosen to start KSPPS activities, because this form of organization was felt to be not too difficult in the process of its formation. However, due to the increasing number of activities that require the implementation of a legal entity recognized by the

government, starting on February 20, 1999 the KSPPS Dana Ukhuwah wore KSPPS Cooperative clothes as a legal entity with no. 54 / BH / 518-KOP / II / 1999.

Alhamdulillah, currently KSPPS Dana Ukhuwah has 2 (two) branch offices in Cicalengka and Subang and 1 (one) cash office in Panyileukan, Bandung regency. Until the end of 2018 the total assets of KSPPS Dana Ukhuwah almost touched the figure of Rp. 20,000,000,000.00 (Twenty billion rupiah).

Vision and Mission of KSPPS Dana Ukhuwah

KSPPS Dana Ukhuwah's Vision: To Be a Robust and Macro-Scale Macro Financial Institution. Mission: To socialize sharia economic principles, Strengthen member economies through the provision of venture capital by implementing the Islamic financial system so that in turn it will be able to grow and develop the ummah economy and develop the ummah economy.

KSPPS Dana Ukhuwah Organizational Structure KSPPS Dana Ukhuwah has an organizational structure:
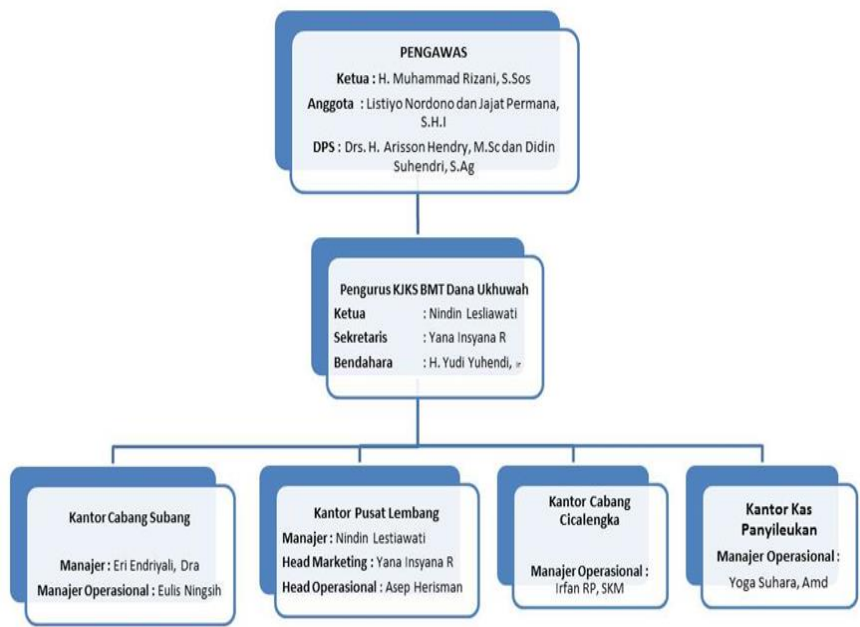
Overview of Respondents

This picture is taken from the identity data filled in by the respondents in the questionnaire questionnaire. From these data it can be seen the characteristics of respondents. Respondents in this study were 29 employees of Dana Ukhuwah KSPPS.

No	Gender	Number of Respondent	Percentage
1.	Men	20	69,00%
2.	Woman	9	31,00%
Total		29	100%

Source: Processed from questionnaire data, 2019

The above table explains that respondents who are KSPPS Dana Ukhuwah employees are 20 male employees or 69% and 9 female employees or 31%.

No	Age (Year)	Number of Respondent	Percentage
1.	20 - 30	15	52,00%
2.	31 - 40	12	41,00%
3.	41 – 50	-	-
4.	>50	2	7,00%
Total		29	100%

Source: Processed from questionnaire data, 2019

Based on the above table, it can be seen that the respondents, amounting to 29 people, are KSPPS Dana Ukhuwah staff consisting of 15 people who are vulnerable to 20-30 years or 52%. Furthermore, there are 12 people aged 31 to 40 years or 40% / While the rest, as many as 2 people aged more than 50 years or 7%.

No.	Last Education	Number of Respondent	Percentage
1.	SD	-	-
2.	SMP	4	14,00%
3.	SMA	20	69,00%
4.	D3	1	3,00%
5.	S1	4	14,00%
6.	S2	-	-
7.	Lainnya	-	-
Total		29	100%

Source: Processed from questionnaire data, 2019

From the data attached in the table above. The last education of KSPPS Dana Ukhuwah employees is, in a number of 20 people, or 69% are high school graduates, while a total of 4 people or 14% are junior high school graduates as well as 4 graduates or 14%. While the remaining employees, namely 1 person or 3% are D3 graduates.

No	Years of service	Number of Respondent	Percentage

1.	<3 Tahun	6	21,00%
2.	3 – 6 Tahun	11	37,00%
3.	6 - 9 Tahun	6	21,00%
4.	>9 Tahun	6	21,00%
Total		29	100%

Source: Processed from questionnaire data, 2019

From the data known from the table above, respondents with tenure <3 years are 6 people or 21%. Respondents with 3-6 years working period, 11 people or 37%. A total of 6 people or 21% of respondents have a work period of 6-9 years. While the other 6 or 21% of respondents are respondents who have the longest working period, which is more than 9 years.

Validity and Reliability Tests

Research instruments are tools for collecting data. In the research conducted by the author, the tool used was a questionnaire. In order for the data obtained to have a high degree of accuracy and consistency, the research instruments used must be valid and reliable.

Validity Test Validity test is used to test the extent to which the precision of the measuring instrument can measure the object being measured. To assess the validity of a questionnaire, a validity test must be performed. Questionnaire that is said to be valid is a questionnaire that has questions or statements that have r arithmetic> r table (at 5% significance level)

No	Correlation Coefficient		Critical Value	Result
	Statement	Total Item		
1.	1	0,611	0,367	Valid
2.	2	0,597	0,367	Valid
3.	3	0,490	0,367	Valid
4.	1	0,444	0,367	Valid
5.	2	0,431	0,367	Valid
6.	3	0,479	0,367	Valid
7.	4	0,650	0,367	Valid
8.	5	0,575	0,367	Valid
9.	6	0,694	0,367	Valid

Source: Processed from questionnaire data, 2019

From the table above it can be seen that all correlation coefficients of total items have values> of r table (0.367). So it can be concluded that all statements on the Organizational Culture variable are declared Valid.

No	Correlation Coefficient		Critical Value	Result
	Statement	Total Item		
1.	1	0,388	0,367	Valid
2.	2	0,576	0,367	Valid

3.	3	0,661	0,367	Valid
4.	4	0,539	0,367	Valid
5.	1	0,498	0,367	Valid
6.	2	0,422	0,367	Valid
7.	3	0,500	0,367	Valid
8.	4	0,571	0,367	Valid
9.	1	0,448	0,367	Valid
10.	2	0,640	0,367	Valid
11.	3	0,519	0,367	Valid
12.	4	0,739	0,367	Valid
13.	1	0,478	0,367	Valid
14.	2	0,546	0,367	Valid
15.	3	0,669	0,367	Valid
16.	4	0,435	0,367	Valid

Source: Processed from questionnaire data, 2019

From the table above it can be seen that all correlation coefficients of total items have values> of r table (0.367). So it can be concluded that all statements on the satisfaction variable are declared valid.

No	Correlation Coefficient		Critical Value	Result
	Pernyataan	Butir Total		
1.	1	0,695	0,367	Valid
2.	2	0,605	0,367	Valid
3.	1	0,456	0,367	Valid
4.	2	0,644	0,367	Valid
5.	3	0,713	0,367	Valid
6.	4	0,661	0,367	Valid
7.	1	0,455	0,367	Valid
8.	2	0,466	0,367	Valid
9.	3	0,945	0,367	Valid
10.	1	0,516	0,367	Valid
11.	2	0,702	0,367	Valid
12.	1	0,641	0,367	Valid
13.	2	0,556	0,367	Valid
14.	1	0,449	0,367	Valid
15.	2	0,510	0,367	Valid
16.	1	0,460	0,367	Valid
17.	2	0,460	0,367	Valid

Source: Processed from questionnaire data, 2019

From the table above it can be seen that all correlation coefficients of total items have values> of r table (0.367). So it can be concluded that all statements on the Employee Performance variable are declared Valid.

The conclusion of the validity test conducted, all the statements contained in the questionnaire distributed to respondents are valid to be used as statements of testing variables in this study.

| 83

Reliability Test is used to test the extent to which the consistency of the measuring instrument can measure the object being measured. To assess whether or not a questionnaire is consistent, a reliability test must be performed. The questionnaire that is said to be consistent is a questionnaire that has a question or statement that has a cronbach's alpha value (a)> r table value (significance level of 5%).

Reliability Statistics

Cronbach's Alpha	N of Items
.923	42

Source: Processed from questionnaire data, 2019

In this study, the value of r table (t test table) 0.05 with 29 (number of samples) was 0.367. The result of the Cronbach's Alpha value is 0.923> r table 0.367. Then it can be concluded that the measuring instrument or questionnaire in this study can be stated consistent (reliable).

Classic Assumption Test

Normality test aims to test whether the independent variable and the dependent variable in the regression model both have normal distribution or not. A good regression model is a model that has a normal distribution or approaches it. In this discussion, the Komogrof-Smirnov One Sample test was used using a significance level of 0.05 or 5%. Data declared normal is data that has a value greater than 0.05 or 5%.

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		29
Normal Parameters[a]	Mean	.0000000
	Std. Deviation	3.93947323
Most Extreme Differences	Absolute	.096
	Positive	.088
	Negative	-.096
Kolmogorov-Smirnov Z		.517
Asymp. Sig. (2-tailed)		.952

a. Test distribution is Normal.

Source: Processed from questionnaire data, 2019

Based on data processing using the normality test with the Kolmogrov-Smirnov Z formula getting a value of 0.517 and Asymp, Sig 0.952, which means greater than 0.05, it can be concluded that the data is normally distributed.

Multicollinearity Test

Multicollinearity is a condition where the independent variable is correlated with other independent variables. This is a problem that often arises. A good regression model should not be a correlation between independent variables. Therefore, it is necessary to do a multicollinearity test to state that the regression model is free from multicollinearity.

The existence of multicollinearity can be seen from the tolerance value or the value of the variance inflation factor (VIF). If the tolerance value is below 1 and the variance inflation factor (VIF) value is not more than 10, then the regression model is free from multicollinearity.

Coefficientsª

Model	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1 (Constant)	19.362	8.743		2.215	.036		
Organizational Culture	.829	.277	.513	2.997	.006	.784	1.275
Satisfaction	.198	.164	.206	1.202	.240	.784	1.275

a. Dependent Variable: Employee performance

Source: Processed from questionnaire data, 2019

Based on the multicollinearity test conducted, the tolerance value of the variable Organizational Culture and Satisfaction has the same value, which is 0.784 and the VIF value on both of these variables has a value of 1.275.

It can be concluded that the Organizational Culture and Satisfaction Culture variable has a tolerance value below one or 0.784 and has a VIF value below 10 or 1,275. Therefore, based on the multicollinearity test requirements, this regression model is declared to be free from multicollinearity.

Autocorrelation Test The Autocorrelation Test aims to test whether in the linear regression model there is a correlation between the intruder in the t period and the intruder error in the t-1 period. On the basis of the conclusion of the results, if the value of d <dl or d> 4-dl means that there is an autocorrelation. If Du <d <(4-du), it can be concluded that there is no autocorrelation. Meanwhile, if Dl <d <du or (4-du) <d <(4-dl) means the results of the test, there is no conclusion.

Model Summaryᵇ

| Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.635ª	.403	.357	4.14423	1.767

a. Predictors: (Constant), Satisfaction, Organizational Culture

Source: Processed from questionnaire data, 2019

From the table above, the value of d (durbin Watson) obtained is 1,767. With k = 2, in the Watson list, the values for n = 29 are dl = 1.2699 and du =

| 85

1.5631. Which means du <d <(4-du) or 1.5631 <1.767 <2.4369. Thus, it can be concluded that this regression model can be stated that there is no autocorrelation

Heteroscedasticity Test, heteroscedasticity test aims to test, whether in the regression model there is an inequality of variance and residuals of an observation of another observation. Heteroscedasticity occurs if the variance and residuals of one observation to another are different. A good regression model is not heteroscedasticity. Heteroscedasticity test results are performed as follows:

Scatterplot

Dependent Variable: Kinerja Karyawan
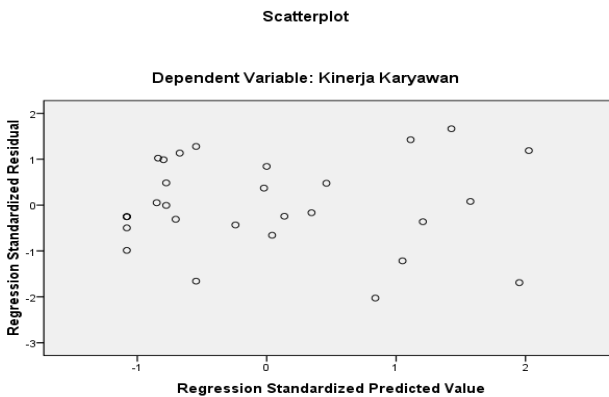
Multiple Linear Regression Analysis Multiple Linear Analysis is used to predict how the state (rise and fall) of the dependent variable, if two or more independent variables as predictor factors are manipulated (increase the value down). In this study the authors used multiple linear regression because the variables used as research consisted of two independent variables and one dependent variable. Following are the results of multiple linear regression calculations using SPSS 16.0 for windows:

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	19.362	8.743		2.215	.036		
Organizational culture	.829	.277	.513	2.997	.006	.784	1.275
Satisfaction	.198	.164	.206	1.202	.240	.784	1.275

a. Dependent Variable: Employee performance

Based on the above table, the regression formula can be obtained as follows: $Y = 19,362 + 0.829 X1 + 0.198 X2$

From the regression results above it can be concluded that: Constant value is 19,362 which can be interpreted, if the value of organizational culture (X1) = 0 and the value of satisfaction (X2) = 0 then the value of employee performance (Y) = 19,362. Regression coefficient (X1) of 0.829 means that organizational culture has a positive effect on employee performance, this shows that if each increase in variable X1 (organizational culture) is one, the variable Y (employee performance) will increase by 0.829 assuming that the independent variable another is fixed. Regression coefficient (X2) of 0.198 has a meaning, satisfaction has a positive effect on employee performance. This shows that if each increase in variable X2 (job satisfaction) is one-unit, then the variable Y (employee performance) will increase by 0.198 assuming that the other independent variables are fixed.

Partial, Simultaneous and Coefficient Determination Test
Partial Test (t test)

Partial test or t test is used to measure the effect of each independent variable (X) on the dependent variable (Y). The significant degree used is 0.05 or 5%. If the sig value <0.05 or tcount> t table then there is a partial effect of variable X on Y. The following table is the results of partial test calculations:

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	19.362	8.743		2.215	.036
	Organizational culture	.829	.277	.513	2.997	.006
	Satisfaction	.198	.164	.206	1.202	.240

a. Dependent Variable: Employee performance

From the coefficients table above, it can be seen that the sig value of the organizational culture variable (X1) is 0.006 or <of 0.05. Tcount value of 2,997> table is 2,056. Thus, it can be concluded that organizational culture (X1) partially has a positive and significant influence on employee performance (Y).

From the coefficients table above, it can be seen that the sig value of the satisfaction variable (X2) is 0.240 or> of 0.05. Tcount value of 1202 <ttable is 2.056. Thus, it can be concluded that the satisfaction variable (X2) partially has no positive effect on employee performance (Y).

Simultaneous Test (F Test)

Simultaneous test has the aim to determine the effect of the two variables (X1 and X2) on (Y) simultaneously. The significant degree used is 0.05 or 5%. If the value of sig <0.05 or Fcount> Ftable then there is the effect of variable X on Y simultaneously. The following table results partial test calculation:

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	301.597	2	150.798	8.780	.001[a]
	Residual	446.541	26	17.175		
	Total	748.138	28			

a. Predictors: (Constant), Satisfaction, Organizational Culture

b. Dependent Variable: Employee performance

From the table above, it can be seen that the value of sig is 0.001 or smaller than <0.05 and the value of Fcount is 8,780> Ftable is 3.35. Thus, it can be concluded that organizational culture (X1) and satisfaction (X2) simultaneously have a positive and significant effect on employee performance (Y).

Coefficient Determination

The coefficient of determination is done to determine the contribution of independent variables to the dependent variable in the form of a percentage. The magnitude of the coefficient of determination (R^2) shows the percentage of observational variability of the dependent variable explained by the independent variable. R^2 ranges from numbers 0 to 1. The smaller R^2 is obtained, the weaker the relationship between the two variables. The results of the calculation of the coefficient of determination can be seen in these tables:

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.635[a]	.403	.357	4.14423

a. Predictors: (Constant), Satisfaction, Organizational Culture

Based on the table above it can be concluded that organizational culture and job satisfaction influence 40.3% of employee performance, while 59.7% is influenced by other variables not examined. Because it is in the range of 0.25 - 0.50, it can be concluded that the independent variables are sufficiently correlated with the dependent variable.

Based on the results of the analysis previously described, that organizational culture and satisfaction simultaneously have a significant correlation effect on employee performance by 40.3%. Organizational culture in its partial test has a positive and significant effect on employee performance. This is influenced by the organizational culture owned by the company is very strong, dynamic and adaptive can be seen from the results of the questionnaire, that the organizational culture in KSPPS Dana Ukhuwah is implemented very well. Meanwhile, on the contrary satisfaction has an influence on employee performance but is not too significant. This is influenced by employee satisfaction factors towards fulfilling employee rights and obligations.

From the results obtained, organizational culture and satisfaction have an influence on employee performance, as explained by an interview by HRD KSPPS Dana Ukhuwah, the effect on employee performance can be seen in various factors, namely:

1. Loyalty factor

   In terms of employee retention in and out of the Ukhuwah Fund very small, this can be evidenced by the length of work of the employee at the ukhuwah Dana BMT until now an average of over 5 years and some even up to tens of years (at the age of the BMT Dana Ukhuwah currently 23 years), of course it shows the love and loyalty of employees towards this institution.

2. Work performance factors, creativity factors and skills factors

   We try to juxtapose the factors of skills, factors of creativity and factors of work performance, why is that because of the fact the conditions in the field and the three factors are interrelated:

   a. The education level of employees at the Ukhuwah Fund BMT is 95% of high school, however we see that every employee who works at the Ukhuwah Fund BMT has the same opportunity to learn to improve work quality and develop his abilities

   b. Socialization of SOPs and other policy rules is conducted periodically so that employees understand their job descriptions, duties, authority and obligations

   c. Through personal work evaluation coordinated by each section will provide input to management regarding the strengths and weaknesses or potentials of employees so that this is an effort so that the employee / employee is in the right position and in accordance with their abilities

   d. In the work plan every year management plans to increase staff capacity through internal and external training, (in house training, seminars, workshops), or activities to improve employee compliance, and even educate employees who have good potential and performance.

   e. Involving employees in every event, to add insight, experience and develop creativity

Jurnal Ekonomi dan Perbankan Syariah
Vol. 7. No.2, Oktober 2019: 70-91, ISSN (cet): 2355-1755 | ISSN (online): 2579-6437

| 89

    f.   The things mentioned above are our efforts so that we have qualified employees.

3.   Discipline factors

Disciplinary factors may not be ideal, but it is more than good enough because there are certain things that the institution applies that are still flexible, we emphasize more on self-awareness efforts at work so employees are expected to position themselves properly.

4.   Cooperation Factors

Providing understanding to employees that working in BMT is to build a system that means a unity that is interconnected with each other, has the same vision and mission to achieve common goals, so that we realize that we must work together in teams, must coordinate, maintain good communication good, with colleagues, superiors, stakeholders (partner institutions, members) and the community so that the success we get is the result of teamwork

5.   Factors of responsibility

Employees are accustomed to doing work in accordance with instructions, based on timeliness and targets because it is carried out monitoring and evaluation by their respective division heads with full responsibility and consequences for each job.

CONCLUSION

Organizational culture and employee satisfaction have a very important influence on employee performance. Therefore, the authors conducted a study of the influence of organizational culture and satisfaction on employee performance at KSPPS Dana Ukhuwah. Based on the data analysis that has been done, it can be concluded that:

Organizational culture (X1) has a positive and significant effect on employee performance (Y) partially. With the sig value of the organizational culture variable (X1) is 0.006 or <of 0.05. And the tcount is 2,997> ttable which is 2,056.

Satisfaction (X2) has no positive and significant effect on employee performance (Y) partially. With the sig value of the satisfaction variable (X2) is 0.240 or> of 0.05. Tcount value of 1202 <ttable is 2.056.

Organizational culture (X1) and Satisfaction (X2) have sufficient influence on employee performance simultaneously. With a sig value of 0.001 or smaller than <0.05 and a value of Fcount is 8,780> Ftable is 3.35.

REFERENCES

Alindra, A. I. (2015). Analisis Pengaruh Budaya Organisasi Terhadap Kinerja Karyawan Depok *Sports Center.*

Pratama, D.R. (2014). Analisis Pengaruh Budaya Organisasi dan Kepuasan Kerja Terhadap Kinerja Karyawan Bagian Marketing Bank Panin Pekanbaru .

Dimyati, M. R. (2011). Analisis Pengaruh Budaya Organisasi dan Kepuasan Kerja Terhadap Kinerja Pegawai dengan Komitmen Organisasial Sebagai Variabel Pemedias. *jurnal Bisnis Strategi.*

Mokodampit, W. (2016). Pengaruh Budaya Organisasi dan Kepuasan Kerja Terhadap Kinerja Karyawan PT. Pos Indonesia (Persero) Cabang Makassar. *Ekonomi.*

Sabri, dkk. (2011). Organizational Culture and Its Impact on the Job Satisfaction of the University Teachers of Lahore. *International Journal of Business and Social Science.*

Sinambela, L.P. (2012). *Kinerja Pegawai.* Graha Ilmu.

Siagian, S.P. (2004). *Manajemen Internasional.* Bumi Aksara.

Riani, A. L. (2011). *Budaya Organisasi.* Graha Ilmu.

Sarwono, J. (2006). *korelasi.* Dipetik Februari 1, 2019, dari www.jonathansarwono.com: http://www.jonathansarwono.info/korelasi/korelasi.html

Sayekti, W. D. (2011). *Kompetensi, Kepuasan Kerja, Komitmen Organisasional, Motivasi dan Kinerja.* Unpad Press.

Taurisa, C. M. (2012). Analisis Pengaruh Budaya Organisasi dan Kepuasan Kerja Terhadap Komitmen Organisasional dalam Meningkatkan Kinerja Karyawan (Studi pada PT. Sido Muncul Kaligawe Semarang).

Wibowo, T. A. (2008). Analisis Pengaruh Budaya Organisasi dan Kepuasan Kerja Terhadap Motivasi Kerja dan Kinerja Karyawan (Studi Pada Kantor Unit Cabang BRI Pattimura Semarang) .

Abdulloh. (2006). Pengaruh Budaya organisasi, Locus Of Control dan Kepuasan Kerja Terhadap Kinerja Karyawan pada Kantor Pelayanan Pajak Semarang Barat. Tesis tidak diterbitkan. Semarang: Program Pascasarjana Universitas Diponegoro.

Dessler, Gary. (2008). Manajemen Sumber Daya Manusia. Jakarta : PT. Indeks.

Danfar. (2009). Faktor-Faktor Yang Mempengaruhi Kepuasan Kinerja, (Online), (http://dansite.wordpress.com/2009/04/10/faktor-faktor-yangmempengaruhi-kepuasan-kerja/ , download 01 Februari 2019 jam 22.20 pm).

Ghozali. (2011). Uji Asumsi Klasik. (http://reseach.upi.education.ac.id)

Indriyani, Etty dan Christologus WH Petrus. (2012). Pengaruh Budaya Organisasi dan Kepuasan Kerja Terhadapa Kinerja Karyawan dengan Komitmen Organisasi sebagai Variabel Intervening pada Workshop SMK Katholik SantoMikaelSurakarta,(Online),(http://ejournal.stieaub.ac.id/index.php/e

xc ellent/article/download/184/161 ,download tgl 01 Februari 2019 jam 12.05 pm)

Teman, K.H (2005). Pengaruh Budaya organisasi Terhadap Motivasi dan Kepuasan Kerja serta Kinerja Karyawan pada Sub Sektor Industri Pengolahan Kayu Skala Menengah di Jawa Timur. Jurnal Manajemen dan Kewirausahaan,(Online),(http://puslit.petra.ac.id/files/published/journals /MAN/MAN050702/MAN_05070205.pdf , download tgl 01 Februari 2019 jam 15.34 pm).

Purwanto. (2007) .(http://dodosampit.blogspot.co.id/2013/04/cara-menghitung-ujivaliditas-dan-uji.html) download tgl 01 Februari 2019 jam 21.23 pm

Handoko. (2006) Manajemen, Edisi II, Yogyakarta: BPFE, 1995, h. 86