

Organizational Culture, Leadership, and Competency on Job Satisfaction and Employees Performance at the Public Works and Spatial Planning Office of Pekanbaru

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ABSTRACT

This study aims to analyze the influence of organizational culture, leadership, and competence on job satisfaction and employee performance at the Department of Public Works and Spatial Planning in Pekanbaru City. This research is quantitative research by distributing questionnaires to respondents. The sample selection method in this study used the census method so the sample in this study was 78 respondents. Data analysis used Structural Equation Modeling (SEM) using the SmartPLS 3 application. The results of this study indicate that organizational culture has a positive and significant effect on job satisfaction, leadership has a positive and significant effect on job satisfaction, competence has a positive and significant effect on job satisfaction, organizational culture has an effect not significant to employee performance, leadership has a positive and significant effect on employee performance, competence has a positive and significant effect on employee performance and job satisfaction has a positive and significant effect on employee performance.

Keywords: Organizational Culture, Leadership, Competence, Job Satisfaction, Employee Performance

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INTRODUCTION

Based on the Law of the Republic of Indonesia Number 5 of 2014 concerning the State Civil Apparatus (*Aparatur Sipil Negara*/ASN), this is one of the regulations that has become the starting point for changing the face of the bureaucracy in Indonesia. This law has established several basic values of the State Civil Apparatus that must be obeyed, namely in CHAPTER II Article 4, namely being accountable for their actions and performance (Awan et al., 2020; Bakhroini et al., 2022; Ngatno et al., 2022) to the public, providing services to the public in an honest, responsive, fast, precise, accurate, efficient, effective and polite, prioritizing the achievement of results and encouraging employee performance (Istiana et al., 2022; Sirait et al., 2022).

Job satisfaction (Heimerl et al., 2020; Prasetya et al., 2023) is an employee's attitude towards his work that arises based on an assessment of the work situation. The assessment is carried out as a sense of appreciation for employees in achieving one of the important values in their work. Job values are the goals to be achieved in carrying out their work duties where the values to be achieved are considered important for employees in helping meet basic needs. Job involvement is related to job satisfaction (Lukman et al., 2022; Nasution et al., 2022; Suyono et al., 2022), namely job involvement which measures the degree to which people identify psychologically with their work and consider their valued performance (Kersiati et al., 2023) important to assess. This is supported by research conducted by (Wahyuniardi et al., 2018) states that job satisfaction has a direct and positive influence on employee performance. And research conducted by (Indrawati, 2013) states that job satisfaction has a significant positive effect on employee performance. This is not in line with research conducted by (Hakim et al., 2019) that satisfaction does not significantly affect the performance of the State Civil Apparatus.

It is realized that organizational culture (Imarni et al., 2022; Rafizal et al., 2022; Saleem et al., 2020) is a driving factor for job satisfaction and employee performance within the Pekanbaru City Government, but the fact has not been implemented. Low employee job satisfaction is identified as a result of inconsistent leadership (Andrianto et al., 2023; Putra & Renaldo, 2020; Putri et al., 2023) in applying agreed upon cultural principles

and values such as togetherness and equality. In accordance with research conducted by (Rifdah Abadiyah, 2016) that organizational culture influences job satisfaction. Meanwhile, research conducted by (Widya, 2013) found that organizational culture has a significant negative effect on job satisfaction. In essence, all organizations have a culture, but not all organizations are equally strong in influencing the behavior and actions of employees. The higher the level of employee acceptance of the core values of the organization and the greater their commitment to these values, the stronger the organizational culture. This is supported by research conducted by (P. Amanda et al., 2017) stating that organizational culture has a positive and significant effect on performance. This research is also supported by research (Jamaluddin et al., 2017) which states that organizational culture has a positive influence on performance. while research conducted by (Satyawati Ni Made Ria, 2014) that organizational culture has a negative effect on performance.

Pamudji (2009: 52) argues that in relation to the leadership of the Indonesian government there are at every level of Government, National/Central, Provincial, Regency and City, District and also the sub-district/village government level. Furthermore, if this understanding is related to regional government, the leadership of regional government is the application of the basics of leadership (Sriadmitum et al., 2022; Wahyudi et al., 2023) in general and the system of governance in the regions based on Pancasila and the 1945 Constitution. This is supported by research conducted by (Ruti, Agustinus, 2018) states that leadership has a positive and significant effect on job satisfaction and performance. But it is not in line with the results of research conducted by (Brahmasari Ida Ayu, 2008) that leadership has a negative effect on job satisfaction. Leaders need to carry out serious training for employees so that they can lead to organizational satisfaction and commitment so that in the end they can increase high performance. As the results of research by (Iswar, Muhammad, Sadariah, 2021) state that leadership has a direct influence on performance in a positive way. But it is different from the results of research conducted by (Dewi, 2018) that leadership has no significant effect on performance.

Competence is an ability possessed by a person which is a combination of personal, scientific, technological (Renaldo et al., 2022; Sudarno et al., 2022), social (Renaldo, Fadrul, Andi, Sevendy, et al., 2022; Renaldo, Junaedi, Hutahuruk, Fransisca, et al., 2022; Renaldo, Suhardjo, Suyono, et al., 2022), and spiritual abilities. According to Narimawati (2006: 15) suggests that the construct of employee competence as an element of intellectual capital (Renaldo et al., 2023; Renaldo & Augustine, 2022) can be seen from three aspects of competence, namely intellectual, emotional, social aspects because competence measurement uses the dimensions of knowledge, skills and education levels. The better the competence, the more satisfied employees will be at work and have expertise in their respective fields. In accordance with research conducted by (Deswarta, 2017) that competency has a significant effect on job satisfaction, so does research conducted by (Aprilliansyah Dadang Pramana, 2020) that competence has a significant positive effect on employee job satisfaction, however it is different from the results of research conducted by (Iriani, 2016) That competency has no significant effect on job satisfaction. Competence literally comes from competence which means ability, authority, and skills, from an etymological point of view, competence means in terms of excellence, expertise from good behavior (Nyoto et al., 2021; Panjaitan et al., 2022; Renaldo et al., 2020) and skills. This is supported by research conducted by (Sriutami Ni Ketut, Mendra, 2021) that competency has a positive and significant effect on performance. Meanwhile, research conducted by (Maizar, 2017) found that there was a negative and insignificant effect on performance.

The purposes of this study are: (1) To find out and analyze the influence of Organizational Culture on Employee Job Satisfaction at the Pekanbaru City Public Housing Office. (2) To find out and analyze the influence of Leadership on Employee Job Satisfaction at the Pekanbaru City DPUPR. (3) To find out and analyze the effect of Competence on Employee Job Satisfaction at the Pekanbaru City DPUPR. (4) To find out and analyze the influence of Organizational Culture on Employee Performance at the Pekanbaru City DPUPR. (5) To find out and analyze the influence of Leadership on Employee Performance at the Pekanbaru City DPUPR. (6) To find out and analyze the influence of Competence on Employee Performance at the Pekanbaru City DPUPR. (7) To find out and analyze the effect of Job Satisfaction on Employee Performance at the Pekanbaru City DPUPR.

LITERATURE REVIEW

Employee Performance

According to Hasibuan (2014) explains that performance is the work achieved by a person in carrying out the tasks assigned to him based on skills, experience, sincerity and time. (Government Regulation of the Republic of Indonesia Number 30, 2019), Civil Servant Performance is the work achieved by each civil servant in the organization/unit according to the Employee Performance Targets (SKP) and Work Behavior. SKP is a work plan and targets to be achieved by an employee every year, while work behavior is any behavior, attitude or action taken by an employee or not doing something that should be done in accordance with the provisions of laws and regulations.

Employee performance (Atika et al., 2022; Habibi et al., 2022) appraisal aims to ensure the objectivity of civil servant development based on achievement systems and career systems. Employee performance appraisal is carried out based on performance planning at the individual level and unit or organizational level, taking into account the targets, achievements, results and benefits achieved and the behavior of civil servants. In Government Regulation of the Republic of Indonesia Number 30 of 2019, that the PNS Work Performance Assessment consists of elements: (1) Employee Work Targets (SKP). (2) Work Behavior.

Job Satisfaction

Job Satisfaction is something that is subjective where this assessment is the result of a conclusion based on a comparison of what is actually received by employees and their work compared to what is expected, desired and estimated as appropriate or entitled according to Gomes in (Indrastuti, 2019). According to Robbin in (Wibowo, 2014), job satisfaction is a general attitude towards one's work, which shows the difference between the number of awards received by workers and the amount they believe they should receive.

According to (Luthans, 2011) states that there are five indicators that can influence job satisfaction, namely: (1) The work itself (2) Payment (Pay), (3) Promotion opportunities (Promotion opportunities), (4) Supervision (Supervision), (5) Coworkers (Coworkers).

Organizational Culture

Organizational culture is a pattern of shared basic assumptions that are found, created and developed by a particular group with the intention that the organization learns to overcome or solve problems arising from external adaptation and internal integration, which have been going well enough to be considered. Therefore, it needs to be taught to new members as the correct way to understand, think and feel regarding these problems (Luthans, 2011). Organizational culture is the result of the process of melding the cultural and/or behavioral styles of each individual previously brought into new norms and philosophies, which have energy and group pride in dealing with certain things and goals (Edison et al., 2018).

There are 7 (seven) indicators of organizational culture, namely (Robbins & Judge, 2012): (1) Innovation and risk taking, (2) Attention to detail, (3) Result orientation (Outcome orientation), (4) Individual orientation (People orientation), (5) Team orientation (Team orientation), (6) Aggressiveness, (7) Stability.

Leadership

Leadership is a complex phenomenon that includes three elements, namely leaders, followers, and situations (Wijono, 2018). Leadership is an ability or strength within a person to lead and influence others in terms of work, where the goal is to achieve a predetermined target (goal). According to George R. Terry, leadership is the activity of influencing others to be directed towards realizing organizational goals. According to S. P. Siagian, leadership is a person's abilities and skills when serving as a leader in an organization to influence the behavior of other people, especially his subordinates so that they think and act in such a way as to make a real contribution to achieving organizational goals (Hutahaean Sepmady, 2020).

According to Thoha (2010: 52), leadership indicators can be seen from the function of leadership in relation to increasing organizational activity and efficiency in (Firdaus, 2022), namely: (1) Leadership as an innovator. (2) Leadership as a communicator. (3) Leadership as a motivator. (4) Leadership as controller

Competence

Spencer and Spencer (Sudarmanto, 2009) said competence is a basic characteristic of individual behavior related to effective reference criteria and or superior performance in a job or situation. In other words, competence is the basic foundation of people's characteristics and identifies ways of behaving or thinking, equating situations, and supporting for long periods of time. According to the Law of the Republic of Indonesia Number 13, 2003, work competence is the work ability of each individual which includes aspects of knowledge, skills and work

attitudes in accordance with established standards. ASN competency standards are descriptions of the knowledge, skills and behavior required of an ASN in carrying out their duties (Regulation of the Minister of Administrative Reform and Bureaucratic Reform Number 38, 2017).

Regulation of the Minister of Administrative Reform and Bureaucratic Reform Number 38, 2017, explains that in carrying out ASN management based on the merit system, government agencies must develop ASN competency standards. One of the ASN competency standards is job competency. The ASN Competency Indicators are divided into 2 parts, namely: (1) Managerial Competence: Integrity, Cooperation, Communication, Result Orientation, Public Service, Self and Other People Development, Managing Change, Decision Making. (2) Socio-Cultural Competence: Glues the Nation

Relations Between Variables

Relationship between Organizational Culture and Job Satisfaction

Robbins, (2011) states organizational culture as a system of shared meaning shared by members that distinguishes the organization from other organizations. A strong culture will lead to high job satisfaction. Conversely, a weak culture will bring the organization to low job satisfaction as well. It is realized that organizational culture is a driving factor for job satisfaction and employee performance within the Pekanbaru City Government, but the fact has not been implemented. Low employee job satisfaction is identified as a result of inconsistent leadership in applying agreed upon cultural principles and values such as togetherness and equality.

In accordance with research conducted by (Rifdah Abadiyah, 2016) that organizational culture has a positive effect on job satisfaction. Thus, it can be concluded that Organizational Culture has a positive and significant influence on job satisfaction.

H1: Organizational Culture has a positive effect on Employee Job Satisfaction at the PUPR Office of Pekanbaru City

Relationship Between Leadership and Job Satisfaction

Pamudji (2009: 52) argues that in relation to the leadership of the Indonesian government there are at every level of Government, National/Central, Provincial, Regency and City, District and also the sub-district/village government level. Furthermore, if this understanding is related to regional government, the leadership of regional government is the application of the basics of leadership in general and the system of governance in the regions based on Pancasila and the 1945 Constitution. Complementing the opinion above, Kaloh (2009: 2) explains that based on the government system In Indonesia, government leaders are those who are categorized as leaders in the three branches of government, namely the executive, legislative and judicial branches.

This is supported by research conducted by (Ruti, Agustinus, 2018) stating that leadership has a positive and significant effect on job satisfaction and performance. Thus, it can be concluded that leadership has a positive and significant influence on employee job satisfaction

H2: Leadership has a positive effect on Employee Job Satisfaction at the PUPR Office in Pekanbaru City.

Relationship Between Competence and Job Satisfaction

Competence is an ability possessed by a person which is a combination of personal, scientific, technological, social and spiritual abilities. According to Narimawati (2006: 15) suggests that the construct of employee competence as an element of intellectual capital can be seen from three aspects of competence, namely intellectual, emotional, social aspects because competence measurement uses the dimensions of knowledge, skills and education levels. This is in accordance with Lawler's theory which states that expertise is part of the input factors that influence job satisfaction or dissatisfaction in Munandar (2012: 356).

In accordance with research conducted by (Deswarta, 2017) that competency has a significant effect on job satisfaction, so does research conduct by (Aprilliansyah Dadang Pramana, 2020) that competence has a significant positive effect on employee job satisfaction. Thus, it can be concluded that competency has an influence positive and significant to job satisfaction.

H3: Competence has a positive effect on job satisfaction for employees at the PUPR Office in Pekanbaru City.

Relationship between Organizational Culture and Employee Performance

According to Nawawi, as once quoted by Irvan (2009), organizational culture or work culture is a habit that is carried out repeatedly by employees in an organization. Employees have morally agreed that these habits are habits that must be obeyed in the context of carrying out work to achieve goals. In essence, all organizations have a culture, but not all organizations are equally strong in influencing the behavior and actions of employees. The higher the level of employee acceptance of the core values of the organization and the greater their commitment to these values, the stronger the organizational culture.

This is supported by research conducted by (P. Amanda et al., 2017) stating that organizational culture has a positive and significant effect on performance. This research is also supported by research (Jamaluddin et al., 2017) which states that organizational culture has a positive influence on performance. Thus, it can be concluded that organizational culture has a positive and significant influence on performance.

H4: Organizational Culture has a positive effect on Employee Performance at the PUPR Office of Pekanbaru City

Relations Between Leadership and Employee Performance

Dubrin (2005:3) suggests that leadership is an effort to influence many people through communication to achieve goals, how to influence people with instructions or orders, actions that cause other people to act or respond and cause positive changes, important dynamic forces that motivate and coordinate the organization in order to achieve goals, the ability to create self-confidence and support among subordinates so that organizational goals can be achieved. The quality of the leader is often considered as the most important factor in the success or failure of an organization as well as the success or failure of an organization both business and public oriented, usually perceived as the success or failure of the leader. The importance of the role of leaders is so important that the issue of leaders has become a focus that has attracted the attention of researchers in the field of organizational behavior. Leaders play a key role in formulating and implementing organizational strategy.

This is supported by research (Iswar, Muhammad, Sadariah, 2021) which states that leadership has a positive and significant effect on performance. Thus, it can be concluded that leadership has a positive and significant influence on employee performance

H5: Leadership has a positive effect on employee performance at the PUPR Office in Pekanbaru City.

Relationship Between Competence and Employee Performance

Competence itself can be understood as a combination of skills, personal's attribute, and knowledge, which is reflected through performance behavior (job behavior) that can be observed, measured and evaluated through certain measuring instruments. Competence is divided into hard competency and soft competency where hard competency can be done by increasing self-ability through education and experience, while soft competency is a competency that exists in humans themselves since birth. (Elliot & Dweck, 2005:42) states, "competence is refer to the skills and abilities a person has developed, to the degree to which the person is effective in her or his transaction with the environment and to how successfully a person performs. " Competence refers to the skills and abilities that a person has developed, the extent to which the person is effective in dealing with the environment and how successful the person is at work. Competence literally comes from competence which means ability, authority, and skills, from an etymological point of view, competence means in terms of excellence, expertise from good behavior and skills.

This is supported by research conducted by (Sriutami Ni Ketut, Mendra, 2021) that competency has a positive and significant effect on performance. Thus, it can be concluded that competence has a positive and significant influence on employee performance

H6: Competence has a positive effect on employee performance at the PUPR Office of Pekanbaru City.

The Relationship Between Job Satisfaction and Employee Performance

According to (Robbins & Judge, 2015), job satisfaction is an employee's attitude towards his work that arises based on an assessment of the work situation. The assessment is carried out as a sense of appreciation for employees in achieving one of the important values at work. Job values are the goals to be achieved in carrying

out work tasks, where the values to be achieved are considered important for employees in helping meet basic needs. Employees with high levels of job involvement strongly identify with and truly care about the type of work they do.

This is supported by research conducted (Wahyuniardi et al., 2018) which states that job satisfaction has a direct and positive influence on employee performance. Thus, it can be concluded that job satisfaction has a positive and significant influence on employee performance.

H7: Job satisfaction has a positive effect on employee performance at the PUPR Office in Pekanbaru City.

METHODOLOGY

In accordance with the purpose of this study, which is to explain the causal relationship between variables through hypothesis testing, this type of research uses a survey method with explanatory research type. Explanatory research is used to explain the causal relationship between research variables through hypothesis testing (Hair, 2006). Using this method is expected to reveal and answer all the items contained in the problem identification. This study uses a quantitative analysis approach using analytical assistance to make factor analysis of the research variables so that it can be analyzed both direct and indirect effects between the independent variables and the dependent variable.

This research was conducted at the Office of the Public Works and Spatial Planning Office of the City of Pekanbaru which is located at the Office Complex of the Mayor of Tenayan Raya. The time of research starts from June 2022 to August 2022.

Population and Sample

In this study, the total population was all employees in the Public Works and Spatial Planning Office of Pekanbaru City, totaling 78 people. This study uses samples taken by means of probability sampling. The sample in this study were all employees at the Pekanbaru City Public Works and Spatial Planning Office, totaling 78 respondents using a saturated or census sample.

Data Analysis Techniques

Descriptive Analysis

The descriptive analysis in this study contains a discussion of the characteristics of the respondents associated with the responses of the respondents. (1) Analysis of Respondent Characteristics, analysis of respondent characteristics consists of respondent's age, respondent's gender, class, length of work and education. (2) Analysis of Respondents' Responses, the analysis of respondents' responses contains a discussion of the respondents' responses associated with the characteristics of the respondents.

PLS Model Test

The PLS model test carried out in this study, namely: (1) Validity test, Validity test is a test conducted to measure the accuracy of research instruments or questionnaires. The questionnaire is said to be valid if the statements or statements from the questionnaire can reveal something that will be measured by the questionnaire. The accuracy value of the questionnaire can be measured using the correlation coefficient. The questionnaire is said to be good and valid if the correlation coefficient is > 0.3 (Ghozali, 2011). (2) Reliability Test, the reliability test is a questionnaire test conducted with the aim of measuring the consistency of respondents' answers. The reliability test was carried out with the cronbach alpha statistical test. The questionnaire is said to be reliable if the Cronbach alpha value is ≥ 0.70 (Ghozali, 2011). (3) Multicollinearity Test (VIF), the multicollinearity test is carried out by looking at the VIF value. The VIF value must be less than 5, because if it is more than 5 it indicates multicollinearity between constructs (Ghozali and Latan 2015). (4) R Square test, the coefficient of determination (R Square) is a way to assess how much endogenous constructs can be explained by exogenous constructs. The value of the coefficient of determination (R Square) is expected to be between 0 and 1. R Square values of 0.75, 0.50, and 0.25 indicate that the model is strong, moderate, and weak.

Analysis of Structural Equations and Hypotheses

To help processing structural equations Smart PLS is used. The stages of structural equation analysis are as follows: (1) Development of a model based on theory. The model that has been designed must be based on

causality and this relationship must be supported by existing theory. This stage has been discussed in the framework of thinking and hypotheses. (2) Prepare path diagrams and structural equations. (3) Model evaluation in PLS-SEM, model evaluation in PLS consists of two stages, namely evaluating the outer model or measurement model and evaluating the inner model or structural model (structural measurement). (4) Hypothesis Test. Criteria for testing the hypothesis: (a) P-values $< \alpha = 0.05$ then the hypothesis is accepted. This means that partially the independent variables have a significant influence on the dependent variable, (b) P-values $> \alpha = 0.05$, the hypothesis is rejected. This means that partially the independent variables do not have a significant influence on the dependent variable.

RESULTS AND DISCUSSION

Descriptive Analysis Results

Respondent Profile

Table 1. Results of Respondent Profile Analysis

Profile	Category	Total	Percentage
Gender	Man	59	75.64%
	Woman	19	25.36%
Age	20-30 years	8	10.26%
	31-40 years	24	30.77%
	41-50 years	35	44.87%
	>50 years	11	14.10%
Education	High School	11	14.10%
	Diploma	5	6.41%
	Bachelor	54	69.23%
Years of service	Master	8	10.26%
	1-5 Years	21	26.92%
	5-10 Years	9	11.54%
	10-15 Years	15	19.23%
Group	>15 Years	33	42.31%
	Group II	8	10.26%
	Group III	65	83.33%
	Group IV	5	6.41%

Source: Processed Data, 2022

From the table above it can be explained that most of the respondents in this study were male, totaling 59 people or 75.64%, while female respondents were only 19 or 24.36%. The last education of the respondents in this study was S1 as many as 54 people or 69.23%. Meanwhile, respondents with the last education of S2 were 8 people or 10.26%, for senior high school education there were 11 people or 14.10%, for D3 were 5 people or 6.41%. Most of the respondents in this study were aged between 41 to 50 years, namely as many as 35 people or 44.87%, then the least were aged 20 to 30 years as many as 8 people or 10.26%, aged 31-40 years as many as 24 people or 30.77%, while there are 11 people over 50 years old or 14.10%. employees with a working period of 15 years and over have the largest percentage, namely 42.31% or 33 people, then respondents with a working period of 1 – 5 years also have a fairly high percentage, namely 26.92% or 21 people, many occupy staff positions which in this case help complete the work, 10 -15 years as many as 15 people or 19.23% and 5-10 years as many as 9 people or 11.54%. the table data above shows that 83.33% of employees are in class/room III, namely as many as 65 people. For group/room II there were 8 people or 10.26% while for class/room IV there were 5 people or 6.41%.

Respondents' Responses

The results of the recapitulation of respondents' answers are shown in table 2.

Table 2. Respondents' Responses

Variable	Average Value of Respondents' Answers	Conclusion
Organizational culture	4.55	Very good

Variable	Average Value of Respondents' Answers	Conclusion
Leadership	4.70	Very good
Competence	4.53	Very good
Job satisfaction	4.56	Very high
Employee Performance	4.51	Very high

Source: Processed Data, 2022

From table 2 above it can be concluded that all respondents' answers were concluded very well for variables X1 and X2 and X3, while for variables Y1 and Y2 were very high.

PLS Model Test Results

Validity and Reliability Test

The correlation coefficient value for each statement in this study was greater than 0.30 (Corrected Item-Total Correlation > 0.30), meaning that all statements in this study were valid. The outer loading value is greater than 0.7, meaning that the indicators of this research variable are accepted or valid and included in this study. The validity of the statement or questionnaire is also indicated by the Average Variance Extracted (AVE) value which is overall greater than 0.50 (AVE > 0.50).

Reliability in this study is indicated by a Cronbach Alpha value that is greater than 0.70 (CA > 0.70). Then, reliability is also indicated by the Composite Reliability value which is greater than 0.70 (CR > 0.70). From table 2 it can be seen that all variables have Cronbach Alpha and CR values greater than 0.70. That is, all variables in this study are reliable.

Multicollinearity Test and Coefficient of Determination (R²)

Table 3. Multicollinearity Test Results

Variable	Job Satisfaction	Job Performance	Conclusion
Organizational Culture	2.977	3.620	There are no symptoms of multicollinearity
Leadership	1.508	1.659	There are no symptoms of multicollinearity
Competence	2.375	2.526	There were no symptoms of multicollinearity
Job Satisfaction		2.900	There were no symptoms of multicollinearity

Source: Processed Data, 2022

From table 3 it can be seen that the VIF values of all indicators are less than 10 (VIF < 10), meaning that there is no multicollinearity in this study.

Table 4. Determination Coefficient Test (R²)

	R Square	R Square Adjusted	Information
Performance (Y2)	0.825	0.816	Strong
Satisfaction (Y1)	0.655	0.641	Strong

Source: Processed Results of Smart PLS 3.0, 2022

From Table 4 it can be seen that the R for performance is 0.825 with the R Square number being 0.816 which means 80.16% of the variation in the level of employee performance at the Pekanbaru City DPUPR can be explained by variations in organizational culture, leadership, competence and satisfaction while the remaining 19.84% influenced by other factors not included in this study. R for satisfaction is 0.655 which indicates that R Square is 0.641 which means 64.10% level of satisfaction is explained by variations of organizational culture, leadership, and competence while 35.90% is influenced by other factors not included in this study.

Hypothesis Test Results

The results of the hypothesis test are shown in table 5 below:

Table 5. Hypothesis Test Results

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Conclusion
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Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values	Conclusion
Organizational Culture -> Job Satisfaction	0.471	0.486	0.114	4.114	0.000	Positive and significant influence
Organizational Culture -> Employee Performance	0.062	0.048	0.122	0.503	0.615	Influence is not significant
Leadership -> Job Satisfaction	0.228	0.223	0.103	2.210	0.028	Positive and significant influence
Leadership -> Employee Performance	0.133	0.133	0.062	2.138	0.033	Positive and significant influence
Job Satisfaction -> Employee Performance	0.318	0.319	0.096	3.307	0.001	Positive and Significant Influence
Competence -> Job Satisfaction	0.228	0.218	0.107	2.122	0.034	Positive and significant influence
Competence -> Employee Performance	0.528	0.542	0.116	4.544	0.000	Positive and significant influence

Source: Processed Data, 2022

Discussion

The Effect of Organizational Culture (X1) on Job Satisfaction (Y1)

This study obtained the results that organizational culture has a positive and significant effect on employee job satisfaction, which means that a good organizational culture will increase employee job satisfaction. Employees of the Pekanbaru City Public Works and Spatial Planning Service who come from various backgrounds, both ethnic, religious and different races, have united and follow a system of shared meaning adopted as the state civil apparatus. That agencies/services have given awards to employees who are considered capable of showing good work performance, by providing promotions and attending training programs to support the careers of employees. This research is in line with research conducted by (Rifdah Abadiyah, 2016) that organizational culture influences job satisfaction. Meanwhile, research conducted by (Widya, 2013) found that organizational culture has a significant negative effect on job satisfaction.

The Effect of Leadership (X2) on Job Satisfaction (Y1)

The findings of this study resulted in leadership having a positive and significant effect on job satisfaction, which means that good leadership will certainly increase job satisfaction. the results of the implementation of good leadership managerial activities will also increase good employee job satisfaction, if leadership increases then employee satisfaction will also increase. In accordance with the answers from the proposed research statement, it shows that the highest score is the statement "Leaders in my agency have the ability to understand and understand their subordinates". This statement illustrates that leaders in the PUPR service have the ability to understand each of their subordinates, the leader knows the characteristics of each of his subordinates. So that by understanding and understanding each of his subordinates, employees feel satisfied with the leadership of the agency. That the leadership always receives any input and suggestions from subordinates, studies these inputs and suggestions, if the inputs and suggestions are good, then the leadership will carry out input from their subordinates, this also has an impact on employee satisfaction with the leadership. This situation is in accordance with research conducted by (Ruti, Agustinus, 2018) stating that leadership has a positive and significant effect on job satisfaction. But it is not in line with the results of research conducted by (Brahmasari Ida Ayu, 2008) that leadership has no significant effect on job satisfaction.

The Effect of Competence (X3) on Job Satisfaction (Y1)

This study illustrates that competence has a positive and significant effect on job satisfaction, which means that good competence also influences job satisfaction. Employee job satisfaction at DPUPR Pekanbaru City is currently influenced by employee competencies in the form of work attitudes related to the ability to understand, accept, be sensitive to individual/group differences" and be open, wanting to learn about differences/diversities in society. As one of the regional apparatuses that provide public services, employees at the DPUPR will get job satisfaction if they have the knowledge, work skills needed to carry out the work. That employees always try and learn to improve their skills and abilities, especially in terms of learning new knowledge. with the skills and abilities and obtaining new knowledge, can increase the competence of employees looking for what is owned by

employees so that it can provide satisfaction for the employee concerned, this ability is created because the employee fulfills the competency element. In line with research conducted by (Deswarta, 2017) that competency has a significant effect on job satisfaction, so does research conducted by (Aprilliansyah Dadang Pramana, 2020) that competence has a positive and significant effect on employee job satisfaction, however it is different from the results of research conducted by (Iriani, 2016) That competency has no significant effect on job satisfaction.

The Effect of Organizational Culture (X1) on Employee Performance (Y2)

Based on the results of the research that has been compiled, it shows that organizational culture has no significant effect on employee performance, which means that high and low organizational culture will not affect employee performance. Improvement of organizational culture has no significant impact on employee performance. The culture that has been built so far at the Pekanbaru City Public Works and Spatial Planning Office has no impact on improving employee performance. Employee independence in work has become commonplace, because they already know each job given to employees. In accordance with the sound of the statement from the respondent "I am always required to complete the work properly, carefully and accurately". This statement can be interpreted that every employee is required to be able to complete work quickly, precisely, carefully and accurately. However, the organizational culture in the agency must work quickly, precisely and accurately, without being told that employees already understand their respective duties. This is consistent with the results of research conducted by (Satyawati Ni Made Ria, 2014) that organizational culture has no significant effect on performance, but different from research by (Jamaluddin et al., 2017) stating that organizational culture has a positive and significant influence on performance.

The Effect of Leadership (X2) on Employee Performance (Y2)

Research finds that leadership has a positive and significant effect on employee performance, which means that good leadership will certainly improve employee performance. Leaders in an organization play a very important role in running the organization, the advancement and retreat of agencies depends on the leadership of a leader. Ability, firmness, nurturing and providing protection to their subordinates are important factors for a leader in running an organization. We can see from the highest score from the respondent's statement that reads "Leaders in my agency always remind employees to work with responsibility". This statement illustrates that the leadership on every occasion always reminds every employee to work with responsibility. Leaders by always reminding their subordinates to work well and have responsibility, then employees always work better and have responsibility, so that it has an impact on improving the performance of employees. And the statement "In supervising subordinates, my leader is firm". This statement also explains that leaders are always strict with their subordinates, so that employees work harder, are enthusiastic and always give their best. Leaders by always supervising subordinates and being assertive also have an impact on improving employee performance. In line with research conducted by (Iswar, Muhammad, Sadariah, 2021) states that leadership has a direct and significant effect on performance, but different from the results of research conducted by (Dewi, 2018) that leadership has no significant effect on performance.

The Effect of Competence (X3) on Employee Performance (Y2)

This study shows that competence has a positive and significant effect on employee performance, which means that good competence will improve employee performance. Employees at the Public Works and Spatial Planning Office of Pekanbaru City, where most of their education is at the S1 and S2 levels, out of 78 respondents there were around 54 people or 69.23% S1 education, and 8 people or 10.26% Masters degree, meaning that the employees at the institution in quantity already have competence in carrying out the work and activities assigned to each employee. The combination of knowledge, skills, experience and employee behavior is an important capital in improving employee performance. In terms of competency improvement, according to the respondent's statement "Try to improve yourself by learning from others who have broad insight in the organization". From this statement, every employee always tries to improve his skills and expertise by learning from other people or fellow employees of the agency who have broad insights. With this increase in knowledge, employee competence will increase, thus having an impact on improving employee performance. This research is in line with that conducted by (Sriutami Ni Ketut, Mendra, 2021) that competency has a positive and significant effect on performance. Meanwhile, research conducted by (Maizar, 2017) found that there was a negative and insignificant effect on performance.

Effect of Job Satisfaction (Y1) on Employee Performance (Y2)

In this study it was found that satisfaction has a positive and significant effect on employee performance, which means that good satisfaction will improve employee performance. This means that if the value of the variable job satisfaction is increased, it will increase the value of other variables, namely employee performance variables. Employee job satisfaction at the Pekanbaru City Public Works and Spatial Planning Office has a positive effect on performance, employees feel that the work done is very interesting and enjoyable. One of the things that makes employee satisfaction can be seen from the statement "My co-workers are quite smart and very helpful at work", this statement shows that many employees in the service have undergraduate education and many of them are smart, willing to work together and willing to help co-workers in completing work when there are other colleagues who ask for help. And discuss with each other by providing suggestions and opinions to employees at every opportunity. This is in line with research conducted by (Wahyuniardi et al., 2018) which states that job satisfaction has a direct and positive influence on employee performance. And research conducted by (Indrawati, 2013) states that job satisfaction has a significant positive effect on employee performance. This is not in line with research conducted by (Hakim et al., 2019) that satisfaction has no significant effect on the performance of the State Civil Apparatus.

CONCLUSION

Conclusion

From the results and discussion, the following conclusions can be drawn from this study: (1) Organizational culture has a positive and significant effect on employee job satisfaction, which means that a good organizational culture will increase employee job satisfaction. (2) Leadership has a positive and significant effect on job satisfaction, which means that good leadership will certainly increase job satisfaction. the results of the implementation of good leadership managerial activities will also increase good employee job satisfaction, if leadership increases then employee satisfaction will also increase. (3) Competence has a positive and significant effect on job satisfaction, which means that good competence also influences job satisfaction. That employees always try and learn to improve their skills and abilities, especially in terms of learning new knowledge. with the skills and abilities and obtaining new knowledge, can increase the competence of employees looking for what is owned by employees so that it can provide satisfaction for the employee concerned, this ability is created because the employee fulfills the competency element. (4) Organizational culture has no significant effect on employee performance, which means that high and low organizational culture will not affect employee performance. Improvement of organizational culture has no significant impact on employee performance. (5) Leadership has a positive and significant effect on employee performance, which means that good leadership will certainly improve employee performance. Leaders in an organization play a very important role in running the organization, the advancement and retreat of agencies depends on the leadership of a leader. (6) Competence has a positive and significant effect on employee performance, which means that good competence will improve employee performance. That every employee always tries to improve their abilities and skills by learning from other people or fellow employees of the agency who have broad insights. (7) Satisfaction has a positive and significant effect on employee performance, which means that good satisfaction will improve employee performance. This means that if the value of the variable job satisfaction is increased, it will increase the value of other variables, namely employee performance variables.

Recommendation

Based on the discussion and conclusions above, there are several suggestions that need to be submitted in improving employee performance as follows: (1) For Agencies, a). That employees are always required to be able to complete work quickly, precisely, accurately and accurately, but not all employees are able to carry out work quickly and accurately, because the abilities of each employee are different. The leader must look at the ability of each employee, if there is an employee who is a bit slow in completing work, then the employee should be encouraged by giving directions, including Bimtek, etc. In order for the employee to work more actively. That way the implementation of organizational culture will be better, so that employee performance will increase. b). Leaders must have a clear and directed concept in increasing employee satisfaction and performance. With a clear concept, employees are enthusiastic about working so that performance always increases and maintains good performance. Leaders must provide a sense of security, protect, and be able to resolve any problems that arise as soon as possible, especially issues related to law enforcement, so that employees feel safer, more comfortable and enthusiastic at work, so that with this attitude the leader can provide satisfaction and increase even better performance. c). The competencies possessed by employees are different,

there are also employees who are rather slow and weak in completing a job. Employees should always participate in doing work in the assigned field and want to help, help colleagues who have less ability. So that by helping fellow co-workers, it is hoped that all work assigned by the leadership will be completed properly, and can increase job satisfaction and the performance of all employees. d). In improving employee performance, one of which is measured from work quality standards. Agencies must encourage the quality of work of each employee, if the work results are of poor quality, then it needs to be encouraged to work better, and if the quality of the employee's work is good, then it needs to be improved even better. (2) For further academics/researchers, a). It is recommended for further researchers who are interested in the same theme, with this study it is advisable to use another sampling method with a larger sample size so that the influence of the independent and dependent variables is more measurable, stronger and better. b). Next, it is suggested to the next researcher who is interested in the same theme and object, it is better to use other variables so that it can be seen what factors actually influence employee satisfaction and performance in the Pekanbaru City DPUPR.

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