CULTURE AND ITS IMPACT ON THE WORKING PERFORMANCE OF GOVERNMENT STAFF THROUGH JOB SATISFACTION

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ABSTRACT

The factor of culture in connection with job satisfaction appears prominent nowadays. This study attempts to determine the direct influence of culture on the job performance of Civil Servants. It also determines the direct effect of job satisfaction on the performance of Civil Servants as well as to determine the indirect influence of culture on job performance through job satisfaction of Civil Servants. This research was conducted at the Office of Tourism and Culture Jember district for 60 days by giving questionnaires to the existing Civil Servant in the Office of Tourism and Culture Jember district using census techniques where the sample is all of the existing Civil Servants in the Office of Tourism and Culture Jember regency consisting of 22 people. Research method used explanatory research to explain the influence among the variables. Data were analyzed using path analysis. The results show that there is a direct influence of culture on job performance by 72.5%, on job satisfaction performance by 35.6%, and there is no direct link between culture and job performance through job satisfaction of 20.9%.

Key words: Culture, Performance, Job Satisfaction.

BUDAYA DAN DAMPAKNYA TERHADAP KINERJA TENAGA PEMERINTAH MELALUI KEPUASAN KERJA

ABSTRAK

Faktor budaya dalam kaitannya dengan kepuasan kerja muncul menonjol saat ini. Studi ini berusaha untuk mengetahui pengaruh langsung dari budaya terhadap kinerja pekerjaan Pegawai Negeri Sipil. Studi ini juga untuk mengetahui pengaruh langsung kepuasan kerja terhadap kinerja Pegawai Negeri Sipil serta pengaruh tidak langsung budaya terhadap kinerja melalui kepuasan kerja Pegawai Negeri Sipil. Penelitian dilakukan di Kantor Pariwisata dan Kebudayaan Kabupaten Jember selama 60 hari dengan memberikan kuesioner kepada Pegawai Negeri Sipil yang ada di Kantor Pariwisata dan Kebudayaan Kabupaten Jember menggunakan teknik sensus dengan sampel seluruh Pegawai Negeri Sipil yang ada di Kantor Pariwisata dan Kebudayaan Kabupaten Jember yang terdiri dari 22 orang. Metode penelitian yang digunakan adalah penelitian explanatory untuk menjelaskan pengaruh antar variabel. Data dianalisis dengan menggunakan analisis jalur path analysis. Hasil penelitian menunjukkan bahwa terdapat pengaruh langsung dari budaya terhadap kinerja sebesar 72,5%, pada kepuasan kerja terhadap kinerja sebesar 35,6%, dan tidak ada hubungan langsung antara budaya dan kinerja melalui kepuasan kerja sebesar 20,9%.

Kata Kunci: Budaya, Kinerja, Kepuasan Kerja.

INTRODUCTION

In Indonesia, public have noticed that government employees as public sector workers working for the government. In the effort of cultivating the personnel work ethic, moral responsibility and improving productivity and performance of personnel services to the community, it requires basic values of Cultural Reform Working intensively and comprehensively in the range of providers the Government apparatus. The government officials during the work culture are still low so that the performance of government agencies or the performance of civil servants is also low.

The definition of Work Culture for government staff (PNS) as stated in Kepmenpan No.25/KEP/M.PAN/04/2002, is a perception of the values and the environment that provides the meaning and philosophy of life in which these will affect the attitudes and behavior in the work. It also listed 17 behavioral formulation of the basic values of culture of the Government apparatus as an indicator of improving work culture apparatus of the Government of behaviors that must be increased so as to improve the service functions of the Government apparatus (either to the public, nor to the agencies themselves and between government agencies).

Behavioral indicators include: the commitment and consistency, authority and responsibility, sincerity and honesty, integrity and professionalism, creativity and sensitivity, and exemplary leadership, togetherness and working dynamics, precision and speed, intelligent rationality and emotion, determination and firmness, discipline and regularity of work, courage and wisdom, dedication and loyalty, morale and motivation, perseverance and patience, fairness and openness, and the mastery of science and technology. This behavior is expected to create a high capability of a civil servant so that it will encourage work with the orientation to results, which further enhance the moral and ethical integrity to interact well with peers, subordinates, superiors and with parties outside the organization.

Robbins (2002) governments that in an organization, culture performs a number of functions, such as: setting boundaries, which means creating a clear distinction between one organization with another organization; provide appropriate standards for what to say and what should be done by the employees, as makers of meaning and control mechanisms that guide and shape the attitudes and behaviors of employees. "The culture of the organization's work became the basis for employee satisfaction which will have implications for work motivation. Multiplier effect in the commitment and motivation is to increase organizational performance "(Suzanna in Prasetya: 2006).

Robbins (2001, p. 148) defines job satisfaction as an individual's general attitude towards work. And the variables that determine job satisfaction is the nature of the work, supervision, wages now, promotion opportunities and relationships with co-workers. Meanwhile, according to Locke in the Sule (2002: 211), employee satisfaction or dissatisfaction depends on the difference between what is expected and the reality. Conversely, if the employees earned less than they expected they lead to disgruntled employees.

When observed the existence of job dissatisfaction in government agencies, there is always evidence from the respect for the lower working hours, late for work, leave early, from work, slow and so forth. This situation is a manifestation of a less positive attitude of employees towards the organization, especially to his work. This suggests that the level of job satisfaction in government remains low, although the level of humility is very relative because it is related to one's feelings. This phenomenon accompanied by the government organization that is generally and relatively less effective.

To measure the success of a work culture and job satisfaction, it can be imposed on an assessment of employee performance. Definition of performance according to Mangkunegara (2001, p. 67) is the result of the quality and quantity that can be achieved

Table 1
Characteristics of Culture of Working Variable

No.	Characteristics of Working Culture of Government Staff
1	Commitment and consistency
2	Integrity and professionalism
3	Creativity and Sensitivity
4	Spirit and Motivation
5	Dedication and Loyalty
6	Leadership and Being a Model
7	Discipline and Word Tidyness
8	Knowledge and technology

Source: Processed data.

Table 2
Characteristics of Job Satisfaction Variable

No.	Characteristics
1	The basic nature of job
2	Selection
3	Present wage
4	Promotion opportunity
5	Working relationship

Source: Processed data.

by an employee in carrying out the duties and responsibilities given to him. Performance appraisals should be done as objectively as possible because it will motivate employees to do their activities. In addition, performance appraisals can also provide information on salaries, promotions and look at the behavior of employees. Assessment of performance is not a control or supervision neither of activities nor to look for a fault-imposed sanctions or penalties (Amsrong, 1998, p. 194).

Performance appraisal activities focused on disclosing business drawback in working to repair and excess work to be developed, so that every employee knows the level of efficiency and effectiveness of its contribution in carrying out work in order to achieve organizational goals. Based on the description, then the problems of workplace culture and job satisfaction is related to performance, that is why it requires a model of cultural related to the work with variables that influence it. In this case, the researcher is curious to do a research concerning both direct and indirect effects of culture on work performance in administrative staff in the Office of Tourism and Culture Jember.

This study tries to find out the direct influence of culture on the performance of civil servants in the Office of Tourism and Culture Jember and the direct influence of job satisfaction on the performance of civil servants in the Office of Tourism and Culture Jember. Beside, it also attempts to find the indirect influence of culture on performance by civil servants in the Office of Tourism and Culture Jember.

THEORETICAL FRAMEWORK
Conceptual framework is drawn from previous research conducted by Soedjono (2005), Koesmono (2005), and theory of Robbins (2001) related to organizational culture. Culture is said to affect the job satisfaction of employees in the work and achieve high performance.

The organization must have the values that have been believed, cherished, and become the motor of most members of the organization as legitimate rules to achieve the desired goal, making these values into the organizational culture. Governmental organizations working culture refers to the Reform Decree

221

Table 3
Characteristics of Government Staff Performance

No.	Characteristics
1	Loyalty
2	Work achievement
3	Obedience
4	Responsibility
5	Honesty
6	Cooperation
7	Initiative
8	Leadership

Source: Processed data.

Figure 1
Conceptual Framework of the Research
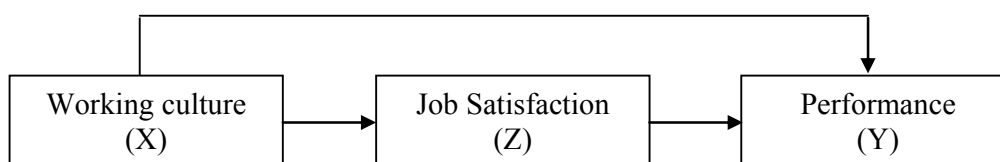
No: 25/KEP/M.PAN/4/2002 Guidelines for Cultural Development Work Reform, there are seventeen work culture values contained in it, but not all of them are adopted as the organizational culture in any government agency. There are the values adopted by some agencies that are tailored to the nature and functions of the organization / institution.

However, the above values can not be separated from the legal basis remains guided by the culture of the Indonesian government apparatus contained in the Reform Decree No: 25/KEP/M.PAN/4/2002. As investigated in this study, there are eight values that made this work culture that reflects the characteristics of the work culture of the government apparatus at the Tourism Office in Table 1.

As the measure to adopt the theory of employee job satisfaction Robbins (2001) states that the employee job satisfaction can be measured based on several factors as listed in Table 2.

Since the data being studied are the Civil servants, the performance appraisal refer to the existing rules, namely the performance assessment of a civil servant based DP3 (List of Assessment Implementation of Work). In this list, there are elements that are used as indicators of performance measurement as listed in Table 3.

To get the gist of the above concept, the researcher developed a conceptual framework used as in Figure 1.

RESEARCH METHOD
This study can be classified as an explanatory research, i.e. research that explains the causal relationship and examine the relationship between several variables through the testing of research hypotheses or explanations (Singarimbun, and Effendi, 1995: 256) In this case the data obtained from. Primary data is data obtained directly from the company. The primary data include the results of interviews and distributing questionnaires and direct observations made by researchers. Secondary data were obtained from other parties.

Sources of secondary data are written evidence (documentation), journals, reports from experts or researchers and institutions involved with research. The data collection method used in this study includes interview, questionnaires, and literature review. The population covers all employees of the Office of Tourism and Culture Jember. The

Table 4
Recapitulation of Validity

Variables	Correlation of the Question Items	Calculated -r	Stipulated -r	Description
	Question 1	0.477	0.3	VALID
	Question 2	0.701	0.3	VALID
	Question 3	0.455	0.3	VALID
Working	Question 4	0.681	0.3	VALID
Culture (X)	Question 5	0.710	0.3	VALID
	Question 6	0.477	0.3	VALID
	Question 7	0.404	0.3	VALID
	Question 8	0.647	0.3	VALID
	Question 1	0.715	0.3	VALID
Job	Question 2	0.776	0.3	VALID
satisfaction	Question 3	0.874	0.3	VALID
(Z)	Question 4	0.870	0.3	VALID
	Question 5	0.872	0.3	VALID
	Question 1	0.664	0.3	VALID
	Question 2	0.664	0.3	VALID
	Question 3	0.709	0.3	VALID
Performance	Question 4	0.717	0.3	VALID
(Y)	Question 5	0.671	0.3	VALID
	Question 6	0.337	0.3	VALID
	Question 7	0.353	0.3	VALID
	Question 8	0.512	0.3	VALID

Source: processed data.

number of employees in the Office of Tourism and Culture totaled 22 people, as the sample as well. This study uses the research population (census).

The hypotheses in this study are as the following.

H_1: Probably, there is a direct influence of culture on the performance of civil servants

H_2: Probably, there is a direct effect of job satisfaction on the performance of civil servants

H_3: Probably, there is indirect effect of culture on the performance of civil servants through job satisfaction

DATA ANALYSIS AND DISCUSSION

First, prior to the processing of data from the questionnaire answers, it is necessary to first test the validity and reliability on each item question (instrument) to determine whether any items have been valid and reliable question. Secondly, criterion validity of any item or items the question is if r (correlation coefficient between the score of question items with a total score)> 0.30 means the item or items are valid questions and Sugiyono Azwar (in Suliyanto, 2005:42).

Table 4 presents the results of a comparison between calculated r and set-r correlation coefficient, showing that all calculated r are higher the set r. Thus, it can be concluded that each item in the questionnaire is valid, which means that the variable is capable of measuring the same aspect, or what to measure.

For testing the reliability of the numbers, the researcher did finding the points of question related to the reliability of the questionnaire with a standardized item alpha formula. Having acquired an alpha value, the researcher compared that value with a predetermined critical number. In this test of reli-

Table 5
Recapitulation of Instrument Reliability

No	Variables	α Value	Stipulated α	Description
1	King Culture (X)	0.692	0.2	reliable
2	Job satisfaction (Z)	0.875	0.2	reliable
3	Performance (Y)	0.732	0.2	reliable

Source: processed data.

Table 6
The Direct Path Coefficient

Independent Variable	Dependent Variable	Coefficient Standard	p-Value	Description
Work culture (X)	Job Satisf. (Z)	0.586	0.004	Significant
Work culture (X)	Performance (Y)	0.725	0.000	Significant
Job satisfaction (Z)	Performance (Y)	0.356	0.000	Significant

Source: processed data.

ability, SPSS software for windows with a statistical approach Cronbach Alpha was employed. This is due to the fact that the number of grains of questions for each variable is less than ten items; therefore, a variable is said to reliable if the value of Cronbach alpha is > 0.20 (Santoso, 2002:200). Reliability test results are shown in Table 5.

Table 5 shows that the value of each variable is α> of the critical value of reliability. Culture variables (X) is 0.692> 0.20, job satisfaction (Z) 0.875> 0.20, and performance (Y) 0.732> 0.20. Thus, it can be concluded that all the items in questionnaires are reliable. So, the measurement results are relatively consistent because the question are given twice or more and the respondents are different. For that reason, the instrument can be used for the research.

Path Analysis
Path analysis was performed by the standardized regression using SPSS software for windows. The test results are path coefficients with the direct effect as presented in Table 6.

Table 6 shows that the culture has dominant influence with the direct effect path coefficients of 0.725 toward work performance; the culture is the most powerful relationship. Then, it is followed by the path of the working culture towards job satisfaction with the direct effect path coefficient 0.586, and job satisfaction to the performance with the direct effect path coefficient 0.356. Based on the results of testing on path coefficients as in Table 6, the model can be expressed in the form of the equation is presented as follows.

$$Z = 0.586 \, X$$
$$Y = 0.725 \, X + 0.356 \, Z$$
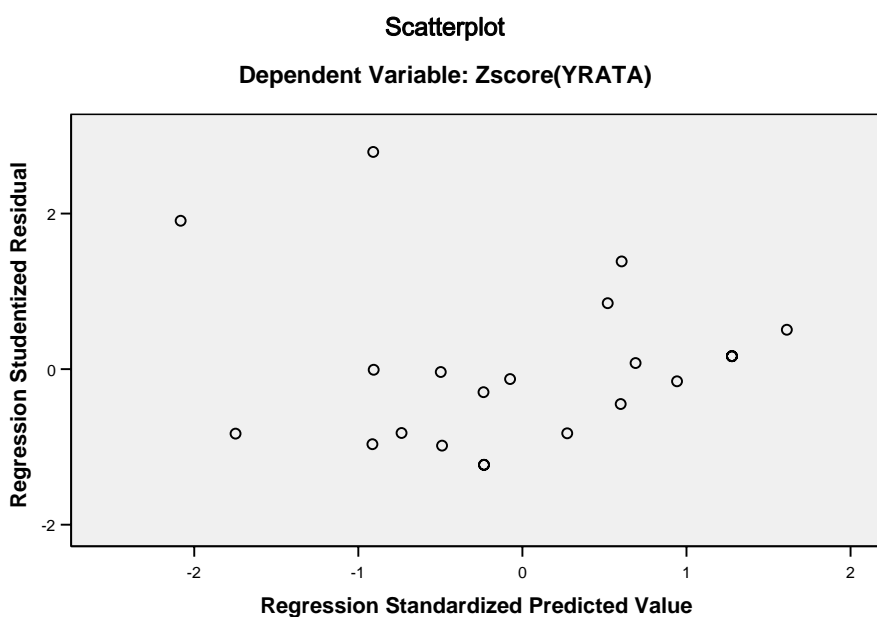
Heteroscedasticity Test
This assumption for government is that there is inequality in the regression model residual variance from one observation to another. When the variance of the residuals of the observations of others still exists, it is called homocedasticity. Calculating by SPSS is basic decision-making (Santoso, 2002:214). When there is a certain pattern, the dots form a pattern (wide, bumpy, narrow), then there exists heteroscedasticity. When there is no clear pattern, the points spread above and below the 0 on the Y axis, and then it does not create heteroscedasticity.

Heteroscedasticity test results for the first equation can be seen in the Figure 2. Based on Figure 2 it can be seen for the first equation, there is no clear pattern, the points spread above and below the 0 on the Y axis, so that it can be concluded in the regression

Figure 2
Results of Heteroscedasticity Test of the First Equation

Scatterplot

Dependent Variable: Zscore(ZRATA)
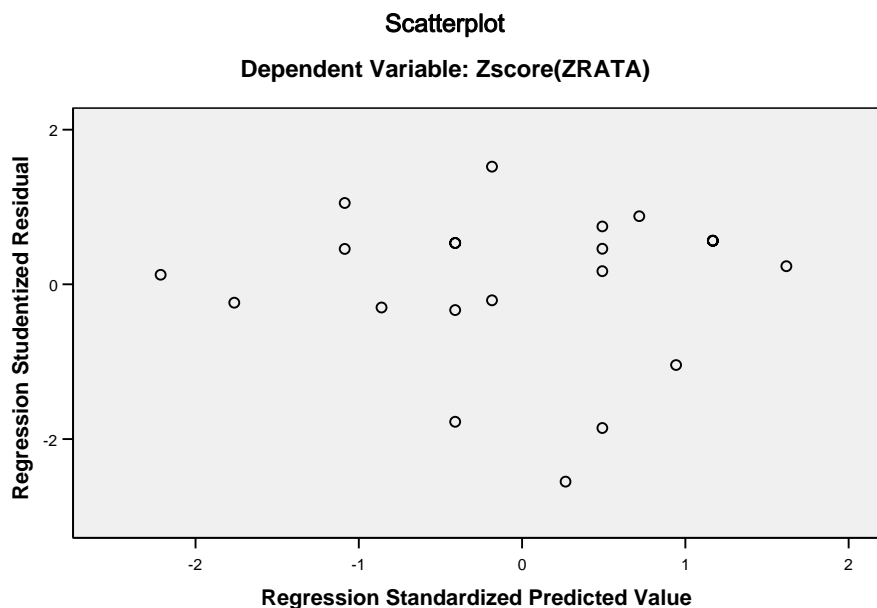
Figure 3
Second Test Results Heteroscedasticity Equation

Scatterplot

Dependent Variable: Zscore(YRATA)

model that there are not symptoms of heteroscedasticity. Heteroscedasticity test results for the second equation can be seen in the Figure 3.

Based on Figure 3, it can be determined for the second equation in which there is no clear pattern, the points spread above and below the 0 on the Y axis, so that it can be concluded in the regression model, no symptoms of heteroscedasticity.
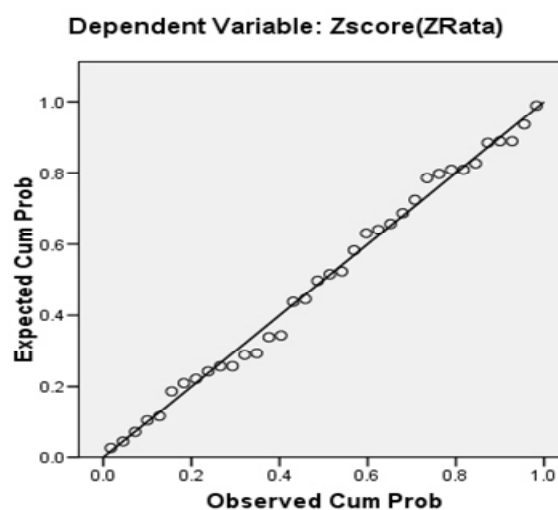
Autocorrelation Test
An autocorrelation test is the test that aims to test whether a path analysis model has no correlation among the errors in period t with bullies' error in period t-1. These are the guidelines to determine whether there is autocorrelation or not (Santoso, 2002:215) and it can be described as the following.
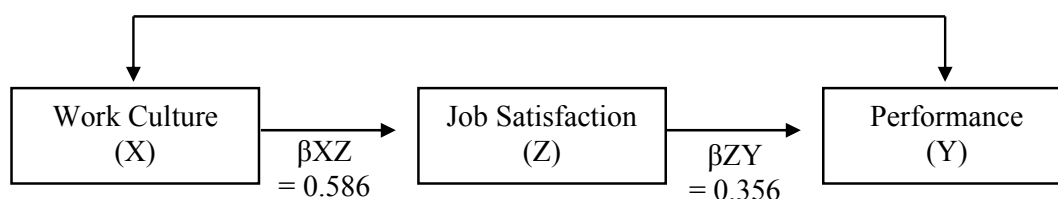a. If the coefficient on the DW is below -2, it means there is a positive autocorrelation

225

Figure 4
Normality Test Results First Equation

Normal P-P Plot of Regression Standardized Residual

Figure 5
Path Analysis Model

Source: Processed data.

b. If the coefficient is of between -2 to +2 DW, it means no autocorrelation

c. If the coefficient is on the DW +2, it means that there is negative autocorrelation.

Based on the results, it can be described that the first equation has a coefficient of Durbin-Watson (DW) of 0.870, while the second equation the coefficient has the Durbin-Watson (DW) of 1.781. Through these data, we can conclude that the first and second equation has a coefficient of Durbin-Watson (DW) between -2 to +2, which means there is no autocorrelation.

Normality Test

Normality test is carried out in order to test whether in a regression model, independent and dependent variable or both have a normal distribution or not. To find out the shape of the distribution of data, the researcher can use the PP Plot graphs. In the PP Plot a

graph, the normally distributed data will be detected by looking at the spread of the data (dots) on the diagonal axis of the graph. The is the basis for decision making (Santoso, 2002:214) as the following.

a. If the data scatter around the diagonal line and follow the direction of the diagonal line, then the regression model is said to meet the assumptions of normality.

b. If the data are set far from the diagonal line and do not follow the diagonal line, then the regression model is said not meet assumptions of normality.

The first equation normality test results can be seen in Figure 4.

The test for normality as based on Figure 4 can be seen in the first equation of data which spread around the diagonal line and follow the direction of a diagonal line so that the regression model meets the assumptions of normality. Normality test results can be

Figure 6
Normality Test Results Second Equation

Normal P-P Plot of Regression Standardized Residual

Dependent Variable: Zscore(YRata)
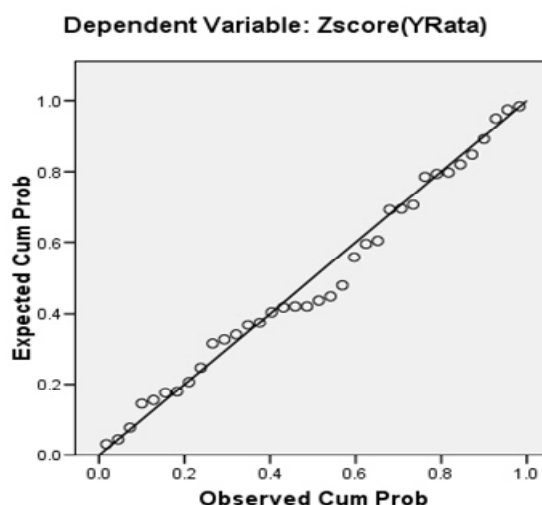
seen in the second equation of the second equation of data which also spread around the diagonal line and follow the direction of a diagonal line so that the regression model meets the assumptions of normality.

Hypothesis Test Results
The First Hypothesis (H_{a1})
H_{o1}: Culture of work (X) had no significant effect on performance (Y) civil servants in the Office of Tourism and Culture Jember.
H_{a1}: Culture of work (X) having a significant effect on performance (Y) civil servants in the Office of Tourism and Culture Jember.

From the analysis results obtained counted t is > t-table or 12.147> 2.073 and β = 0.725. This suggests the second hypothesis (Ho1) is rejected. In other words, there is significant influence of culture (X) on the performance (Y) civil servants in the Office of Tourism and Culture Jember of 0.725.

The Second Hypothesis (H_{a2})
H_{o2}: Job satisfaction (Z) has no significant effect on performance (Y) civil servants in the Office of Tourism and Culture Jember.
H_{a2}: Job satisfaction (Z) has a significant effect on performance (Y) civil servants in the Office of Tourism and Culture Jember.

From the analysis results it was obtained the counted-t is > t-Table or 5.959> 2.073

and β = 0.356. This suggests a third hypothesis (Ho3) is rejected or not proved. In other words, there is significant influence of job satisfaction (Z) on the performance (Y) civil servants in the Office of Tourism and Culture Jember of 0.356.

The Third Hypothesis (H_{a3})
H_{o3}: Culture of work (X) has no significant effect on performance (Y) with job satisfaction (Z) civil servants in the Office of Tourism and Culture Jember.
H_{a3}: Culture of work (X) has a significant effect on performance (Y) with job satisfaction (Z) civil servants in the Office of Tourism and Culture Jember.

From the analysis of c ulture variables (X) on the performance of (Z), it obtained the counted-t is > t-Table or 3.232> 2.073 and β = 0.586, whereas the job satisfaction variables (Z) on the performance (Y) obtained the counted-t is > t-Table or 5959> 2.073 and β = 0.356. This suggests a third hypothesis (Ho3) is rejected. In other words there is significant influence between culture (X) on the performance (Y) with job satisfaction (Z) civil servants in the Office of Tourism and Culture Jember.

Calculation of Line
Path Model ANALYSIS after regression

Table 7
Value of Coefficient and First Hypothesis Testing

Independent variable	Dependent Variable	Beta	Calculated-t	p-value	Description
X	Y	0.725	12.147	0.000	Ho is rejected or significant

Source: Processed data.

Table 8
Coefficient Value and Second Hypothesis Testing

Independent Variables	Dependent Variable	Beta	Calculated-t	p-value	Description
Z	Y	0.356	5.959	0.000	Ho is rejected or significant

Source: Processed data.

Table 9
Path Coefficient Value and Third Hypothesis Testing

Independent Variable	Dependent variable	Beta	Calculated-t	p-value	Description
X	Z	0.586	3.232	0.004	Ho is rejected or significant
Z	Y	0.356	5.959	0.000	Ho is rejected or significant

Source: Processed data.

analysis can be presented in Figure 5.

The calculation of the direct comparison among the influence of culture variables (X) on the performance (Y) and the direct influence of the culture (X) on job satisfaction (Z), the direct effect of job satisfaction (Z) on the performance (Y) and indirectly influence the work culture between (X) on the performance and (Y) through the intervening variable of job satisfaction (Z).

Based on Figure 6 of the path analysis model based on the theory trimming can be obtained.

a. Direct Effect (Direct Effect or DE):
Effect of culture variables (X) on the performance (Y)
Dexy Y = X
Dexy = 0.725

Effect of culture variables (X) on job satisfaction (Z)
DExz = X Z
DExz = 0.586

The impact of job satisfaction variables (Z) on the performance (Y)
DEzy Y = Z
DEzy = 0.356

b. Indirect influence (Indirect Effect or IE).

1) Effect of culture variables (X) on the performance (Y) through job satisfaction (Z)
IEyzx = X Y Z
IEyzx = (0.586) (0.356)
= 0.209

2) Influence of workplace culture (X) on the performance (Y)

Based on path analysis and test of the previous hypotheses on the working culture of the variable (X) on the performance (Y), then the results of path analysis and hypothesis testing can be seen in Table 7.

Based on Table 7, the direct path coefficient (beta standard) is obtained by 0.725 with p-value of 0.000. This is due to the p-value which is <α or 0.000 <0.05. Therefore, Ho is rejected. At 4:10, it shows that the counted-t is 12.147 while the two sides of the table, the t-statistics is 2.073 points. It can be concluded that the results of the analysis indicate that the culture variable (X) has a value of 12.147 with the counted-t is > t-Table of 2.073. This also implies that the hypothesis stating that culture significantly influences the performance is acceptable. B value of 0.725 was obtained, which means that culture has an impact on the perform-

ance of 72.5%.

The influence of job satisfaction (Z) on the performance (Y)

Based on path analysis and test of the previous hypotheses on the variables of job satisfaction (Z) on the performance (Y), then the results of path analysis and hypothesis testing can be seen in Table 8.

Table 8 shows that the direct path coefficient (beta standard) is 0.356 with p-value of 0.00. This is because the p-value is $<\alpha$ or 0.000 <0.05 then Ho is rejected. At 4:11 the table shows that counted-t is 5.959 while the two sides of the table of statistics are at 2.073 points. It can be concluded that the results of the analysis show that job satisfaction variables (Z) has a value of 5.959 with the counted-t is > t-Table of 2.073. This may imply that the hypothesis stating that job satisfaction significantly influences the performance is acceptable. B value obtained is equal to 0.356, which means that culture has an impact on the performance of 35.6%.

Influence of workplace culture (X) on the performance (Y) through job satisfaction (Z)

Based on path analysis and test of the previous hypotheses concerning the influence of the working culture of the variable (X) on job satisfaction (Z), then the results of path analysis and hypothesis testing can be seen in Table 9.

As presented in Table 9, the direct path coefficient (beta standard) is 0.586 with p-value of 0.004. This is because the p-value is $<\alpha$ or 0.004 <0.05, therefore Ho is rejected. In Table 9, the counted-t is 3.232 while the two sides of the table statistics obtained by 2.073 points. It can be concluded that the results of the analysis indicate that the culture variable (X) has a value of 3.232 with the counted-t is t> t-Table of 2.073. This may imply that the hypothesis stating that culture has a significant effect on job satisfaction is acceptable. B value is obtained which is equal to 0.586, which means that the work culture at 58.6% has an influence on job satisfaction.

The path analysis and hypothesis testing

which is prior to the job satisfaction variables (Z) on the performance (Y) obtained the result that job satisfaction has an impact on the performance of 35.6%, or 0.356 with β. This has been included in the calculation of pathway analysis, that there is no direct influence between culture (X) on the performance (Y) through job satisfaction (Z) of 0.209 or by 20.9%.

CONCLUSION, IMPLICATION, SUGGESTION AND LIMITATIONS

All in all, the generalization is the following. Culture significantly influences directly the performance of employees, with the direct effect path coefficients 0.000 0.725 significant level. This suggests that the first hypothesis which governments that there are cultural influences on the performance of employees working in the Office of Tourism and Culture Jember.

Job satisfaction also significantly and directly influences the performance of employees, with a direct path coefficient value of 0.356 and 0.000 significant levels. This also suggests that the third hypothesis which governments that any influence on the performance of job satisfaction of employees in the Office of Tourism and Culture Jember is acceptable. Next is that there is a significant effect of the work culture on employee performance indirectly through job satisfaction, with the indirect effect path coefficient 0.209. This suggests that the third hypothesis which governments that there is influence of culture on performance on the job satisfaction of employees through the Office of Tourism and Culture District Jember.

Another more important conclusion is that there is a direct influence of culture on performance which is in fact the strongest influence with the path coefficients of 0.725 or 72.5%, while the indirect influence of culture on performance through job satisfaction is the weakest influence with the value of coefficient of 0.209 or 20.9 %

It is expected that this study is beneficial for consideration and evaluation to develop an effective work culture so as to improve

employee performance in the future. For academicians, this can be fruitful for them as a reference for subsequent research related to cultural influences on the performance of work through job satisfaction. The researcher in the future should use this as an insight and knowledge related to the work culture, performance and job satisfaction.

It is advisable that the employees become a professional employee without forgetting the activities that can foster a sense of togetherness among employees. More than that, it is also advisable that they have high school education level by continuing their education to college. Programs which are positive as a healthy Friday and training for employees are necessary to be done. This can improve the quality of which is owned by employees, especially the Office of Tourism and Culture Jember.

This study uses only the work culture and job satisfaction to see the effect on employee performance.

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