

## THE EFFECT OF ORGANIZATIONAL CULTURE AND JOB SATISFACTION TOWARDS THE PERFORMANCE OF EMPLOYEE WITH INFORMATION TECHNOLOGY AS MODERATING VARIABLE AT THE OFFICE OF DITLANTAS POLDA CENTRAL SULAWESI

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### **ABSTRACT**

This research aims to analyze the effect of organizational culture towards the performance of employee and the moderating role of information technology on the relationship between organizational culture and job satisfaction on the performance of employees of the Central Sulawesi Police Ditlantas office. This study applied quantitative descriptive analysis method and sampling technique through census sampling. The types of data used were quantitative and qualitative data, and the data sources were secondary data and primary data. Based on the results using the partial last square test, it shows that the organizational culture variable has an effect on employee performance. Furthermore, job satisfaction affects the employee performance and information technology variables mediate the relationship between organizational culture variables and job satisfaction on employee performance.

**Keywords:** Organizational Culture, Job Satisfaction, Information Technology, Employee Performance

### **INTRODUCTION**

Human Resources of the National Police are the most important assets of the National Police in carrying out bureaucratic reform and in realizing the objectives of the Law of the Republic of Indonesia Number 2 of 2002 regarding the Indonesian National Police. The nation's competitiveness can only be built properly if it is supported by qualified and superior human resources. For this reason, the National Police must prepare to become an institution that has reliable competence with professional, moral, and modern indicators. The reform carried out by the National Police is a continuous process in building and strengthening identity; realize the vision and mission in real terms; improve the efficiency and effectiveness of the organizational structure; building capabilities, developing instruments and service facilities and consistently improving professional culture and ethics.

The traffic police is the implementing element in charge of carrying out police duties including guarding, regulating, escorting and patrolling, public education and traffic engineering, registration and identification of drivers or motorized vehicles, investigation of traffic accidents and law enforcement in the field of traffic to maintain security, order and smooth traffic (Polri.go.id, accessed 06 January 2022).

In fact, in achieving high performance, the Ditlantas Polda Central Sulawesi faces internal problems that cannot be ignored. In the application of applications, one of which is CELL (Traffic Fast Information). Ditlantas Polda Central Sulawesi which is used as a medium for sharing internal data and information, but currently there are problems such as the absence of training for police members in using CELL, so police members do not understand so they experience problems in using CELL, in addition there is no policy that requires Police members use CELL to improve performance and achieve agency goals (<https://korlantas.polri.go.id/>).

Based on the problems above and judging by the noble values or culture of the Indonesian

National Police that has been formed, the culture contained in the Central Sulawesi Regional Police Traffic Directorate will be difficult to apply. Cultural values that exist in the National Police such as values of belief and behavior are important keys for the organization, which are manifested both in the internal work environment within the organization and outside the organization which are mandatory for all members of the Police (tribata.polri.go.id).

The vision, mission and objectives of the Indonesian National Police are effective and efficient in which these cultural values are expected to work together, be responsible, and produce the best performance to solve these problems, so good management is needed. Thus, organizational culture becomes important in implementing performance in order to create good performance regarding the vision of the Ditlantas Polda Central Sulawesi.

Organizational culture is a factor that determines the characteristics of an organization. The study of organizational culture has significant value in examining the performance of an organization. The study of organizational culture shows how a culture develops within the organization, is internalized in the behavior of organizational members, and has a relationship with the overall performance of the organization in question.

Organizational culture is relatively different from one organization to another, depending on the characteristics of the organization's organization. In this case, profit organizations have different cultures between non-profit organizations or, government organizations have different cultures with private organizations.

Mulyadi (2012, p.374) states that organizational culture is a framework that guides daily behavior and makes decisions for employees and directs their actions to achieve organizational goals. Organizational culture is a pattern of organizational beliefs and values that are understood, inspired, and practiced by the organization, so that the pattern gives its own meaning and becomes the basis for the rules of behaviour in the organization. Therefore, organizational culture is used as a controller in shaping human attitudes and behaviour in the organization. Organizational culture is expected to have a positive influence on the personal members of the organization as well as on the organization in terms of achieving the vision and mission as well as organizational goals.

Sutrisno (2019:74) Job satisfaction is an employee's attitude towards work related to work situations, cooperation between employees, rewards received at work, and matters relating to physical and psychological factors. According to Wibowo (2017: 415), everyone who works expects to get satisfaction from his place of work. Job Satisfaction will affect the productivity that managers really expect. For this reason, managers need to understand what must be done to create job satisfaction for their employees.

The Information Technology Association of America (ITAA) in Sutarman (2012:13) defines information technology as follows: "Information technology is a study, design, development, implementation, support or management of computer-based information systems, especially software applications and computer hardware". Moreover, Sedarmayanti (2014: 310), the notion of performance is the result of certain job functions or activities during a certain period of time.

Good employee performance is a step towards achieving organizational goals. Organizational culture is one of the important factors in shaping the behavior of management and employees of an institution. This organizational culture ultimately has an impact on the overall performance of employees Setiawan (2018).

In the aspect of human resources, members of the police are also faced with the problem of self-competence as professional members of the Indonesian National Police (Polri). The competence of the Police HR is also related to the work culture of the Police. There are complaints and complaints from the public on the mass media and the internet regarding the performance of the police. The performance in question is convoluted service, not transparent,

less informative, less consistent, limited facilities and service infrastructure so that it does not guarantee certainty (law, time, and cost) is an indication of the still weak work culture within the Ditlantas Polda Central Sulawesi.

## METHOD

This research is an explanatory research, namely research that aims to measure the relationship between variables or to analyze how one variable influences other variables (Umar, 2004). In this case, we want to identify how the influence of organizational culture on the performance of the Ditlantas Polda Office Central Sulawesi employees with Information Technology as a Moderating Variable. This research uses associative and quantitative approaches.

The objects in this study were organizational culture, information technology, utilization of information technology and employee performance. Thus, the subject of this research was the employees of the Ditlantas Polda Central Sulawesi. The population is a generalization area consisting of objects/subjects that have certain quantities and characteristics that are applied by researchers to be studied and then drawn conclusions (Sugiyono, 2014: 55).

The population in this study was the overall element of the employees of Ditlantas Polda Central Sulawesi as many as 162 employees including members of the police and elements of civil servants. The total population in this study were all employees of the employees of Ditlantas Polda Central Sulawesi which consisted of 162 employees. In this study the authors took the entire total population to be research respondents. Thus the sample in this study was the total number of employees of the Ditlantas Polda Central Sulawesi. The type of data in this study consists of qualitative and quantitative data.

1. The data used in this study were obtained directly from informants through observation and interviews. Interviews in this case were carried out in depth and observations were made by direct observation of the data sources to be studied, and could provide a clear picture.
2. Secondary data was supporting data from primary data, namely documentation data in the form of photos, books, regulations, reports, articles, and notes related to the object of research.

The ways to obtain the data needed in this research are as follows:

- a. Observation is a method that is carried out through direct observation at the research location. In this case, namely the Ditlantas Polda Central Sulawesi.
- b. Documents are data collection carried out as a supporting source in the form of references and literature.
- c. Questionnaire, is a collection of data obtained through several lists of statements or questions that are compiled and submitted to the officers of the Ditlantas Polda Central Sulawesi.
- d. Interview, is the collection of data obtained through a direct interview process to employees Ditlantas Polda Central Sulawesi.

The method used in this study is a quantitative method. The existing latent variables (constructs) are manifested in manifest variables (indicators) and further developed into question items. The answer to this respondent's question is measured by a scale so that the result is in the form of a number (score). Furthermore, this score is processed by statistical methods. Partial Least Square (PLS) was first developed by Wold as a general method for estimating the path model using latent constructs with multiple indicators.

## RESULTS AND DISCUSSION

### Result

To find out whether a hypothesis is accepted or rejected, it can be done by taking into account the significance values between constructs, t-statistics and p-values. In this way, the estimation of measurement measurements and standard errors are no longer calculated with statistical assumptions, but are based on empirical observations. In the bootstrap resampling method in this study, the hypothesis is accepted if the significance value of t-values is greater than 1.96 and or the p-values are less than 0.05, then  $H_a$  is accepted and  $H_o$  is rejected and vice versa.

**Table 1**  
**R Square**

Item	R Square	R Square Adjusted
Information Technology	0.542	0.533
Performance of Employee	0.759	0.752

Source of data: Reprocessed 2022

From the results of the R-Squares in Table 4.17, it shows that the R-Squares value of the information technology mediation variable is 0.542, this value indicates that the organizational culture variable, job satisfaction has an effect on the information technology variable by 54.2%. While the R-Squares value of the employee performance variable is 0.759, this value shows that the organizational culture variable, job satisfaction has an effect on the employee performance variable by 75.9%.

To find out whether a hypothesis is accepted or rejected, it can be done by taking into account the significance values between constructs, t-statistics and p-values. In this way, the estimation of measurement measurements and standard errors are no longer calculated with statistical assumptions, but are based on empirical observations. In the bootstrap resampling method in this study, the hypothesis is accepted if the significance value of t-values is greater than 1.96 and or the p-values are less than 0.05, then  $H_a$  is accepted and  $H_o$  is rejected and vice versa. The following hypotheses are proposed:

1. Organizational culture has an influence on the performance of Ditlantas Polda Central Sulawesi employees.
2. Job satisfaction has an influence on the performance of Ditlantas Polda Central Sulawesi employees.
3. Information technology moderates the influence of organizational culture and job satisfaction on the performance of Central Sulawesi Police Ditlantas employees.

**Table 2**  
**Live Test Results**

Construct	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
$X1 \geq Y2$	0.375	0.397	0.136	2.761	0.003
$X2 \geq Y2$	0.246	0.256	0.134	1.826	0.034
$Y1 \geq Y2$	0.414	0.381	0.104	3.988	0.000

Data Source: Reprocessed 2022

Based on Table 2, the determination of whether the hypothesis is accepted or rejected is explained as follows:

The organizational culture variable has a t-statistic value of 2.761, greater than 1.760, and a p-value of 0.003 less than 0.05. Therefore, the first hypothesis which states that there is an influence of organizational culture on employee performance is proven.

The job satisfaction variable has a t-statistic value of 1.826 which is greater than 1.760, and a p-value of 0.000 which is smaller than 0.034. Therefore, the second hypothesis which states that there is an effect of job satisfaction on employee performance is proven.

The information technology mediation variable has a t-statistic value of 3,988 greater than 1,760, and a p-value of 0.000 less than 0.05. Therefore, the third hypothesis which states that there is an influence of organizational culture and job satisfaction through information technology on employee performance is proven. Thus, the first condition for testing the mediating effect is met, and it can be continued in the second stage.

## **Discussion**

### **Organizational Culture Has an Influence on The Performance of Ditlantas Polda Central Sulawesi Employees**

Organizational culture has a t-statistic value of 2,761, greater than 1,760, and a p-value of 0.003 less than 0.05. The first hypothesis which states that there is an influence of organizational culture on employee performance is acceptable.

In line with the results given from the processed data that conceptually organizational culture can affect individual behavior in organizations is due to the similarity of perceptions. This perception is based on the assumption that the way individuals adapt and adjust to their work environment will be better if the values contained in the organization are in accordance with the expectations of each individual. Culture is always a shared embodiment, because culture is felt at least by some people who live in the same social environment, where culture is studied, which distinguishes it from people outside their environment. Organizational culture is a system of values that is believed by members of the organization and is studied and applied and developed on an ongoing basis, functions as an adhesive system, and can be used as a reference for behavior in organizations to achieve organizational goals that have been set. Organizational culture also creates, enhances, and maintains high performance where a conducive organizational culture creates job satisfaction, work ethic, and employee motivation. All of these factors are indicators of the creation of high performance from employees which will result in high employee performance.

### **Job Satisfaction Has an Influence on The Performance of The Employees of Ditlantas Polda Central Sulawesi.**

Job satisfaction has a t-statistic value of 1.826 which is greater than 1.760, and a p-value of 0.000 is smaller than 0.034. the second hypothesis which states that there is an effect of job satisfaction on employee performance is acceptable.

This shows that when employees are very satisfied with their work, salary, co-workers and others, they will perform optimally. When all aspects of job satisfaction related to employees can be met by the organization, employees will optimize work for the organization. The salary dimension has a level of measurement, namely the level of satisfaction with the suitability of salary with the workload carried out and the level of satisfaction with the suitability of bonuses and benefits received. Especially on the indicator of the level of satisfaction with bonuses and benefits received where the majority of employees answered that they were satisfied with the bonuses and benefits provided by the organization with a value of 4.31, therefore it can be seen that job satisfaction is very good as seen from the suitability of bonuses and benefits received in the high category.

### **Information Technology Has an Influence on The Performance of The Employees of Ditlantas Polda Central Sulawesi.**

In this study, there is a significant effect of the Information Technology variable on the performance of the Central Sulawesi Police Ditlantas employees. This illustrates that if the ease of using IT is carried out properly and appropriately, it will support employee performance optimally. The benefits of Information Technology such as working faster, better performance, increasing productivity, making work more effective, making work easier, and useful have a positive effect on employee performance. If the use of information technology is carried out properly and appropriately, it will support employee performance optimally.

This is supported by research conducted by Mochamad Aji Jaya (2007) with the title "The Effect of Computer Network Utilization on Employee Performance". The results showed that there was a close correlation between the variables of computer network utilization and employee performance variables. This study also supports research conducted by Andi Novianto Putra (2012) and Agil Rahmansyah (2012) with the title "The Effect of Information Technology Use on Employee Performance". The results of the study indicate that there is a partial, joint, and significant effect between the variables of the use of information technology on employee performance.

### **Information Technology Moderates The Influence of Organizational Culture on Employee Performance at Police Ditlantas Central Sulawesi.**

The test results indirectly show that information technology variables mediate the relationship between organizational culture and employee performance, the resulting effect is positive and significant. This means that of course organizational culture plays a role in supporting the performance of an organization in completing the existing work. The results of this study found that organizational culture can change starting from existing traditional processes such as the SIM making process which can now be carried out online, the administrative process does not need to do a queue process where the results of the study conclude that it has been affected by the use of IT (Information Technology). The influence of organizational culture on employee performance which is moderated by information technology brings positive aspects to all employees which ultimately has an impact on improving the quality of employees in doing the work that has been given.

The results of this study are reinforced by (Firdian, 2013) which states that a strong organizational culture helps organizational performance because it creates an extraordinary level in employees. The results of the MRA calculation show that organizational culture can moderate the significant influence of organizational culture on organizational performance at universities in Padang City. This is reinforced by the results of simultaneous and partial hypothesis testing which states that the proposed hypothesis can be accepted simultaneously and partially. This can be explained, when employees have a strong organizational culture, it will have an impact on improving employee performance. The influence of information technology is assessed from several work processes that utilize technology. Utilization of technology is obtained from the user as an operator who uses the system, the results of the processing concluded that the organizational culture in the University in Padang City experienced changes in the work processes in the environment.

### **Information Technology Moderates The Effect of Job Satisfaction on The Employees Performance of Ditlantas Polda Central Sulawesi.**

Information technology has a positive impact on job satisfaction, resulting in time and cost efficiency which in the long term will provide very high economic benefits. The results

that have a significant effect are due to the ability and educational background of the employees, the majority of which come from undergraduate graduates. So if there is no information technology, the employee's performance targets will still be met. This may be because employees already know their duties and responsibilities in the organization they occupy.

The results of the study show that information technology can affect employee performance with a value of 54.2%, but because of the times with the support of technological advances and sophistication, technology is now a basic need in everyday life in the community and in the organizational environment, because with the use of Information technology can help carry out activities more effectively and efficiently.

Based on these results, it can be interpreted that the performance of the employees at traffic control is said to be good. The computer facilities in the organization, especially at the Traffic Traffic Units, really support information technology at the Traffic Traffic Units at the Central Sulawesi Regional Police. With more supporting facilities provided for users, it will be easier for users to access the data needed to complete individual tasks within the organization. It is hoped that with individual information technology from companies or organizations that are users of the system, it will produce better output and increased performance. IT employees are greatly facilitated by the existence of browsing and searching facilities, this means that respondents rate internet facilities, especially browsing and searching, making it easier for employees to help complete their work. However, Employees must stay up to date with IT developments, and continue to innovate on their own. So, there is no doubt that increasingly sophisticated technological advances can provide special benefits for the Central Sulawesi Police Ditlantas in using them and have been proven to improve their own performance.

### CONCLUSION

Based on the results of the analysis and discussion conducted regarding the influence of organizational culture and job satisfaction on employee performance with information technology as a moderating variable at the Office of the Ditlantas Polda Central Sulawesi, the following conclusions can be seen as follows:

1. Based on the hypothesis testing conducted in this study using the partial last square test, it shows that the organizational culture variable has an effect on employee performance.
2. Based on the hypothesis testing conducted in this study using the partial last square test, it shows that the job satisfaction variable has an effect on employee performance.
3. Based on the hypothesis testing conducted in this study using the partial last square test, it shows that the information technology variable has an effect on employee performance.
4. Based on the hypothesis testing conducted in this study using the partial last square test, it shows that the information technology variable mediates the relationship between organizational culture variables and employee performance.
5. Based on the hypothesis testing conducted in this study using the partial last square test, it shows that the information technology variable mediates the relationship between job satisfaction variables and employee performance.

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