

The Influence of Job Satisfaction, Compensation, Work Environment, Work Hour Delays, and Organizational Culture on Employee Performance at Pudam Tirtabina Labuhanbatu Regency

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Article Information	Abstract
Article History: Received: 1 Mei 2025 Accepted: 15 Mei 2025 Published: 30 Mei 2025	This study aims to analyze the influence of Job Satisfaction, Compensation, Work Environment, Work Hour Delays, and Organizational Culture on Employee Performance at Pudam Tirtabina, Labuhanbatu Regency. The data collection techniques used in the research are observation, documentation, and questionnaires using a Likert scale. The population in this study consists of 35 employees from the Regional Secretariat of Labuhanbatu Regency. The entire population in this study will be used as the sample, which is 35 employees. Multiple linear regression analysis was tested using partial (t) test, simultaneous (F) test, and coefficient of determination. The research results prove that both partially and simultaneously, Job Satisfaction, Compensation, Work Environment, Work Delay, and Organizational Culture have a positive and significant effect on Employee Performance at Pudam Tirtabina, Labuhanbatu Regency.
Keywords: Job Satisfaction, Competence, Work Environment, Work Hour Delays, Organizational Culture, Employee Performance	

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INTRODUCTION

Human resources play an important role in the success of an organization or company, because humans are living assets that need to be nurtured and developed. An employee must receive special attention from the company in order to obtain more accurate human resources and be able to contribute optimally to the organization's efforts. The success in achieving these goals depends on the reliability and capability of employees in operating the work units within the institution or organization, because the goals of an organization can only be achieved through the efforts of the individuals within each organization.

Every organization or company, whether profit-oriented or non-profit, in implementing its programs will direct and empower all the assets it possesses to achieve the institution's goals, (Poluakan, et al., 2016). The existence and role of information technology in the work system have ushered in a new era in the development of the workforce, but this development has not been matched by an increase in human resources, which determines the

success of employee performance in a government agency (Nasib, 2020). The improvement of employee performance in the future requires information technology that not only functions as a supporting tool but also as a primary weapon to support the success of public service to provide the best (Pebri, 2020).

The Labuhan Batu District Drinking Water Company (PDAM) is essentially a regional company or a Regional-Owned Enterprise (BUMD) directly managed by the Labuhan Batu District Government. This company was established based on the regional regulation of Labuhan Batu Regency Number 5 of 1975 concerning the establishment of the regional drinking water company of level II Labuhan Batu, as amended several times, most recently by the regional regulation of level II Labuhan Batu Regency Number 7 of 1980 concerning the third amendment to regional regulation number 5 of 1975 on the establishment of the level II Labuhan Batu regional drinking water company. PDAM Tirta Bina was established with the aim of being the organizer, provider, and manager of drinking water services that meet health standards for the community in Labuhanbatu Regency.

The Regional Public Water Company (PUDAM) Tirta Bina Labuhanbatu experienced an increase from 2018 to 2020, but the number of customers of the Regional Public Water Company (PUDAM) Tirta Bina Labuhanbatu decreased in 2019, although it increased again in 2020. It can also be noted that the number of employees did not change in 2019 but increased by 7 employees in 2022 (Siagian, 2022). Therefore, currently, the employees at PUDAM Tirta Bina Labuhanbatu are still considered to be less effective and efficient in performing their duties, such as providing the best service to the community, which has led to a decrease in customers using the services of the Regional Public Water Company (PUDAM) Tirta Bina Labuhanbatu.

LITERATURE REVIEW

Job Satisfaction

Job Satisfaction can be defined as a way for an organization to achieve effective and efficient performance and further support the realization of the organization's vision and mission (Fahmi, 2017). According to (Siagian, 2017), Job Satisfaction is the process of observing the implementation of all organizational activities to ensure that all ongoing work is carried out according to the established plan. According to (Surbakti & Sihombing, 2022), there are several indicators in the process of Job Satisfaction, including: setting standards, job evaluation, measuring job performance, deviation analysis, and corrective actions for deviations.

Compensation

Work experience is something or a skill possessed by employees in carrying out the tasks assigned to them. People with work experience have better work capabilities than those who have just entered the workforce, because they have learned from the activities and problems that arise in their work (Yasin, et al. (2021). According to (Basari, 2021), some indicators of Compensation are the length of service, level of knowledge, mastery of the job, and skill level.

Work Environment

The main concept of the Work Environment itself includes the underlying idealism, governing principles, driving values, born attitudes, standards to be achieved, including the main character, basic thoughts, code of ethics, moral code, and code of conduct for its adherents. According to (Fauji, 2018), the Work Environment is the work spirit that characterizes an individual or a group of people working, based on the ethics or work perspective they believe in, and manifested through determination and concrete behavior in the workplace. Here are the indicators of Work Environment according to (Darodjat, 2015): hard work, honesty, diligence, and responsibility.

Delay in Working Hours

Work Hour Delays are a specific and practical learning process, which is related to certain jobs that are trained or practiced. According to (Sinambela, 2016), Work Hour Delays are responsibilities carried out jointly between employees and the organization, where employees have the obligation to design and follow Work Hour Delays, all of which are aimed at developing their abilities so that better career paths are opened up for employees in the future. According to (Safitri. D. E. (2019), the indicators used to measure Work Delay are: Recruitment, Work Delay materials, accuracy of Work Delay methods, implementation process of Work Delay, and evaluation of Work Delay implementation.

Organizational Culture

Organizational Culture is the result of an individual's efforts determined by their personal characteristics and perception of their role in the job. According to (Badriyah, 2018), Organizational Culture is the work achieved by an individual in carrying out the tasks assigned to them, based on their skills, experience, diligence, and time. According to (Putri, et al. 2023), the indicators of Organizational Culture are: service orientation, integrity, discipline, and cooperation.

Employee Performance

Performance is the result of work, both in terms of quality and quantity, achieved by employees in carrying out their tasks according to the responsibilities assigned by the organization, and this work result is aligned with the work outcomes expected by the organization, through the criteria or performance standards applicable within the organization. The better the performance of employees in the company, the easier it is for the company to achieve its organizational or company goals. Conversely, if employee performance is low, it becomes increasingly difficult for the company to achieve its organizational or company goals (Sedarmayanti, 2017). According to Dessler (2015), the indicators for measuring performance are: work quality, productivity, job knowledge, reliability, attendance, and independence.

RESEARCH METHOD

The type of research is quantitative, and the location of this research is the Regional Secretariat of Labuhanbatu Regency. The data collection techniques used in the research are observation, documentation, and questionnaires using a Likert scale. The population in this

study consists of 35 employees from the Regional Secretariat of Labuhanbatu Regency. The entire population in this study will be used as the sample, which is 35 employees. Multiple linear regression analysis was tested using partial (t), simultaneous (F), and coefficient of determination tests.

RESULTS AND DISCUSSION

Results

Validity testing is used as a measure to determine whether a questionnaire can be deemed valid or not. Valid data is data that does not differ between the data reported by the researcher and the data that actually occurs in the research object. The validity test of the research variables has a significant criterion of > 0.5 . The validity test in this study was conducted on 30 samples carried out outside the characteristics of the respondents. The results of the validity test of this study can be presented in Table 1:

Table 1. Results of the Validity Test

Variable	Indicator	Correlación de Pearson	Measurement of Value	Estado
Job Satisfaction (X ₁)	Statement 1	0,751	0,5	Válid
	Statement 2	0,723	0,5	Válid
	Statement 3	0,772	0,5	Válid
	Statement 4	0,871	0,5	Válid
	Statement 5	0,759	0,5	Válid
Compensation (X ₂)	Statement 1	0,720	0,5	Válid
	Statement 2	0,786	0,5	Válid
	Statement 3	0,791	0,5	Válid
	Statement 4	0,843	0,5	Válid
Work Environment (X ₃)	Statement 1	0,808	0,5	Válid
	Statement 2	0,898	0,5	Válid
	Statement 3	0,713	0,5	Válid
	Statement 4	0,789	0,5	Válid
Delay in Working Hours (X ₄)	Statement 1	0,792	0,5	Válid
	Statement 2	0,713	0,5	Válid
	Statement 3	0,723	0,5	Válid
	Statement 4	0,858	0,5	Válid
	Statement 5	0,862	0,5	Válid
Organizational Culture (X ₅)	Statement 1	0,761	0,5	Válid
	Statement 2	0,825	0,5	Válid
	Statement 3	0,718	0,5	Válid
	Statement 4	0,853	0,5	Válid

Employee Performance (Y)	Statement 1	0,834	0,5	Válid
	Statement 2	0,823	0,5	Válid
	Statement 3	0,822	0,5	Válid
	Statement 4	0,767	0,5	Válid
	Statement 5	0,839	0,5	Válid
	Statement 6	0,728	0,5	Válid

Source: Research Data Processing, SPSS.

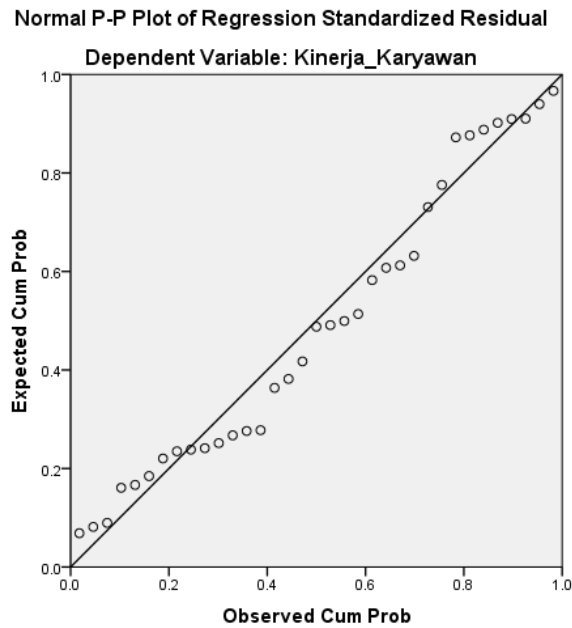
The reliability test is conducted to determine whether the measurement results remain consistent when the same measuring instrument is used. An indicator in the questionnaire can be accepted if the alpha coefficient has a value > 0.7 . The results of the reliability test of this study can be found in Table 2:

Table 2. Reliability Test Results

Variable	Croanbach Alpha (CA)	Estado
Job Satisfaction	0,846	Reliable
Compensation	0,865	Reliable
Work Environment	0,854	Reliable
Delay in Working Hours	0,855	Reliable
Organizational Culture	0,871	Reliable
Employee Performance	0,888	Reliable

Source: Research Data Processing, SPSS.

Table 1 and Table 2 show that all statement items are valid and reliable, with each indicator in the validity test having a value > 0.5 and each value in the variable for the reliability test > 0.7 . The next test can be analyzed with a normality test. The normality test of this research can be presented with a p-plot graph in Figure 1:



Gambar 1. Grafik P-P Plot
Source: Research Data Processing, SPSS.

In the P-Plot graph, the data spreads around the diagonal line and follows the direction of the diagonal line, indicating that the regression model meets the normality assumption. The graph shows that the distribution pattern tends to be normal, with data points spreading around the diagonal line and following its direction, thus the regression model meets the normality assumption. The normality test can be seen in Table 3:

Table 3. One-Sample Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		35
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.72673525
Most Extreme Differences	Absolute	.106
	Positive	.053
	Negative	-.106
Test Statistic		.106
Asymp. Sig. (2-tailed)		.176 ^c
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Source: Research Data Processing, SPSS.

The normality test in Table 3 uses the Kolmogorov-Smirnov method with a significance value of 0.176, which is above the significance level of 0.05. The results of this test indicate that the normality test in this study is normally distributed. The results of the multicollinearity test in the study are presented in Table 4:

Table 4. Results of the Multicollinearity Test Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1.536	1.838		.634	.414		
Job Satisfaction	.425	.227	.267	2.243	.006	.564	2.436
Compensation	.534	.254	.468	4.862	.000	.372	3.359
Work Environment	.247	.181	.144	2.196	.024	.869	1.256
Delay in Working Hours	.216	.242	.082	2.164	.036	.768	1.787
Organizational Culture	.467	.296	.361	2.694	.001	.392	4.435

a. Dependent Variable: Employee Performance

Source: Research Data Processing, SPSS.

Table 4 shows that the four independent variables have a VIF value < 10 and a tolerance value > 0.1 , which means that the data in this study do not experience multicollinearity. The classical assumption test with the heteroscedasticity test in this study can be found in Figure 2:

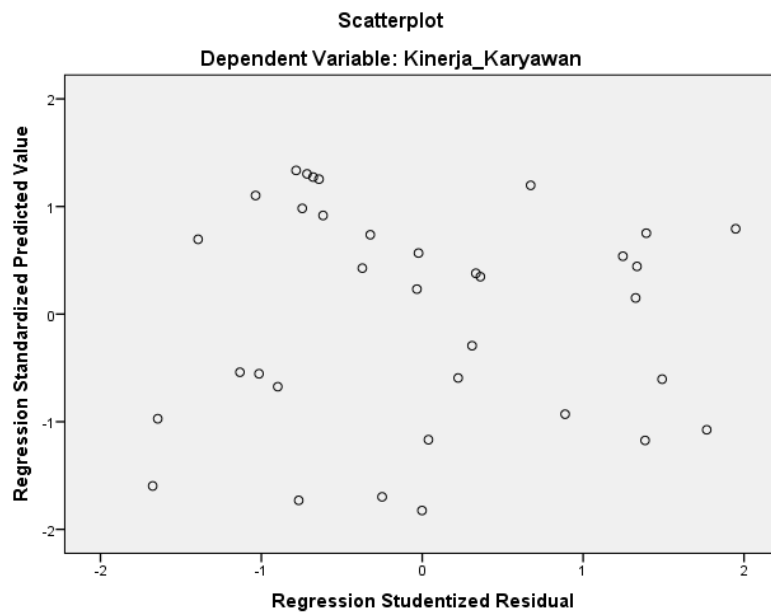


Figure 2. Scatterplot graph

Source: Research Data Processing, SPSS.

It can be seen that the data is randomly distributed around the Y-axis and does not form a specific pattern, so this regression model is free from the symptoms of heteroscedasticity. The results of the research analysis with multiple linear regression testing can be found in Table 5:

Table 5. Results of Multiple Linear Analysis Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error				Tolerance	VIF
1 (Constant)	1.536	1.838		.634	.414		
Job Satisfaction	.425	.227	.267	2.243	.006	.564	2.436
Compensation	.534	.254	.468	4.862	.000	.372	3.359
Work Environment	.247	.181	.144	2.196	.024	.869	1.256
Delay in Working Hours	.216	.242	.082	2.164	.036	.768	1.787
Organizational Culture	.467	.296	.361	2.694	.001	.392	4.435

a. Dependent Variable: Employee Performance

Source: Research Data Processing, SPSS.

Based on these values, the following multiple linear regression equation is obtained: $Y = 1.536 + 0.425X_1 + 0.534X_2 + 0.247X_3 + 0.216X_4 + 0.467X_5$. Table 5 explains that the B value for Job Satisfaction is 0.425. Compensation is 0.534, the value for Work Environment is 0.247, the value for Work Delay is 0.216, the value for Organizational Culture is 0.467, and the constant (a) value is 1.536. The description of the multiple linear regression equation shows that the variables Job Satisfaction, Compensation, Work Environment, Work Delay, and Organizational Culture have positive coefficient directions towards Employee Performance.

To test the research hypothesis, a t-test can be used. This test is conducted to analyze the partial effect of independent variables, namely Job Satisfaction, Compensation, Work Environment, Work Delay, and Organizational Culture, on the dependent variable, which is Employee Performance. The determination of the t-table value can be calculated using the following equation: $df = n - k - 1 = 35 - 5 - 1 = 29$. After calculating using this equation, the t-table value is 2.0452. The results of the t-test can be found in Table 6:

Table 6. Results of the t-test (Partial)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error				Tolerance	VIF
1 (Constant)	1.536	1.838		.634	.414		
Job Satisfaction	.425	.227	.267	2.243	.006	.564	2.436
Compensation	.534	.254	.468	4.862	.000	.372	3.359
Work Environment	.247	.181	.144	2.196	.024	.869	1.256
Delay in Working Hours	.216	.242	.082	2.164	.036	.768	1.787

Organizational Culture	.467	.296	.361	2.694	.001	.392	4.435
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a. Dependent Variable: Employee Performance

Source: Research Data Processing, SPSS.

Based on Table 8, it can be seen that the partial test results obtained a t-value of 2.243 > t-table 2.0452 and a significant value of $0.006 < 0.05$, which means that the Job Satisfaction variable has a positive effect on the Employee Performance variable. Then, the Compensation variable has a positive and significant effect on Employee Performance with a t-value of 4.862 > t-table 2.0452 and a significant value of $0.000 < 0.05$. Partially, a t-value of 2.196 > t-table 2.0452 and a significant value of $0.024 < 0.05$ were obtained, which means that the Work Environment variable has a positive effect on the Employee Performance variable. Next, a t-value of 2.164 > t-table 2.0452 and a significant value of $0.036 < 0.05$ were obtained, which means that the Work Delay variable has a positive effect on the Employee Performance variable. Then, the Organizational Culture variable has a positive and significant effect on Employee Performance with a t-value of 2.694 > t-table 2.0452 and a significant value of $0.001 < 0.05$.

The F-test is conducted to examine whether the independent variables, namely Job Satisfaction, Compensation, Work Environment, Work Delay, and Organizational Culture, simultaneously have a significant relationship with the dependent variable, which is Employee Performance. The determination of the Ftable value can be calculated using the following equation: $df = k; n - k = 5; 35 - 5 = 5; 30$. After calculating using this equation, $F_{table} = (5; 30)$, so the Ftable value is 2.53. The results of the F test in this study can be found in Table 7:

Table 7. F-Test Results

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	528.129	5	62.715	34.985	.000 ^b
	Residual	47.554	29	1.246		
	Total	547.663	34			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Organizational Culture, Work Environment, Compensation, Job Satisfaction, Work Hour Delays

Source: Research Data Processing, SPSS.

Table 7 shows an F-value of 34.985 > F-table 2.53 with a significance value of $0.000 < 0.05$. From these results, it can be concluded that Job Satisfaction, Compensation, Work Environment, Work Hour Delays, and Organizational Culture simultaneously have a positive and significant effect on Employee Performance.

The coefficient of determination is conducted to analyze the contribution of the independent variables, namely Job Satisfaction, Compensation, Work Environment, Work Hour Delays, and Organizational Culture, on the dependent variable, which is Employee Performance. The results of the coefficient of determination test can be found in Table 8:

Table 8. Results of the Coefficient of Determination Test

Model Summary^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.925 ^a	.856	.842	1.326

a. Predictors: (Constant), Organizational Culture, Work Environment, Compensation, Job Satisfaction, Work Hour Delays

b. Dependent Variable: Employee Performance

Source: Research Data Processing, SPSS.

The R Square value from the coefficient of determination analysis is 0.856, meaning Employee Performance can be explained by the variables of Job Satisfaction, Compensation, Work Environment, Work Hour Delays, and Organizational Culture by 85.6%, while the remaining portion can be explained by other variables not examined in this study.

DISCUSSION

It can be seen that the results of the partial test obtained a t-value of $2.243 > t\text{-table } 2.0452$ and a significant value of $0.006 < 0.05$, which means that the Job Satisfaction variable has a positive effect on the Employee Performance variable. Other research results also show that Job Satisfaction has a positive and significant effect on Employee Performance, particularly the research findings according to (Augustine, Sunaryo, Firmansyah., 2022).

Then, the results of the Compensation variable have a positive and significant effect on Employee Performance with a t-value of $4.862 > t\text{-table } 2.0452$ and a significant value of $0.000 < 0.05$. The positive aspect of Compensation is that it strengthens and enhances employees' knowledge and skills, allowing them to complete their work on time and without obstacles. This research aligns with the previous study conducted by Andriani and Faris (2022), which found that Compensation has a significantly positive effect on Employee Performance.

Partially, a t-value of 2.196 was obtained, which is greater than the t-table value of 2.0452, and a significant value of 0.024, which is less than 0.05, indicating that the Work Environment variable has a positive effect on the Employee Performance variable. The results of this study are in line with Eric Hermawan's research (2022), which explains that the Work Environment has an impact on performance. Therefore, employees must be able to have a good Work Environment in carrying out their tasks.

Next, a t-value of 2.164 was obtained, which is greater than the t-table value of 2.0452, and a significance value of 0.036, which is less than 0.05, indicating that the variable of

Work Hour Delay has a positive effect on the variable of Employee Performance. Arifin and Sasana (2022) explain that Delayed Work Hours affect Employee Performance.

Then the results from the Organizational Culture variable have a positive and significant effect on Employee Performance with a t-value of $2.694 > t\text{-table } 2.0452$ and a significance value of $0.001 < 0.05$. Rahmawati, Rosdiana, and Novitasari (2023) in their research state that Organizational Culture is capable of improving performance.

CONCLUSION

This study shows that there is a positive and significant influence between several factors on employee performance at Pudam Tirtabina, Labuhanbatu Regency. These factors include job satisfaction, compensation, work environment, work delays, and organizational culture. Each variable individually has been proven to make a meaningful contribution to improving employee performance. In addition, simultaneously, these five variables also have a positive and significant effect on employee performance, which indicates that the synergy between these factors is very important in encouraging the optimization of human resource performance in the organization. These findings affirm the importance of organizational management in creating a conducive work environment, providing fair compensation, building a positive organizational culture, and minimizing work delays to increase employee job satisfaction. High job satisfaction will boost employee motivation and loyalty, while appropriate compensation can increase morale and productivity. A supportive work environment and a healthy organizational culture will create a harmonious and collaborative work atmosphere. Therefore, to improve employee performance as a whole, management needs to strategically and sustainably integrate these five aspects in the company's operational policies and practices.

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