

# The Influence of Organizational Culture on Employee Performance Satisfaction at the State Electricity Company, Malili Customer Service Unit, East Luwu Regency, Indonesia

Arief Sirajuddin S<sup>1</sup>, Hasniati<sup>2</sup>, Dewi Pratiwi Indriasari<sup>3</sup>

<sup>1</sup>Politeknik Pembangunan Pertanian Gowa, Indonesia

<sup>2,3</sup>STIE Amkop Makassar, Indonesia

\*Correspondence email: [abdul.karim8284@gmail.com](mailto:abdul.karim8284@gmail.com)

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## ABSTRACT

This research is focused on the State Electricity Company, Malili Customer Service Unit, East Luwu Regency, South Sulawesi Province, which is the State Electricity Company's Auxiliary Unit system for electricity distribution. The State Electricity Company for the Province of South Sulawesi and Southeast Sulawesi Province, Makassar branch supplies the island communities with their generators (diesel/isolated) on 11 islands spread across Makassar, namely Pangkep and Takalar Regencies. The electricity demand for processing and refining facilities or smelters on the island of Sulawesi is projected to be more than 6,000 MVA. Increasing the capacity of the State Electricity Company Malili Customer Service Unit can supply the domestic component level of 44 percent. This increase certainly makes electricity supply more reliable and opens up great opportunities for investment and economic growth in South Sulawesi Province. The management of the State Electricity Company, Malili Customer Service Unit, East Luwu Regency, continuously strives to improve employee performance to provide maximum service to the wider community.

**Keywords:** Organizational Culture; Job Satisfaction; Employee Performance.

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## Introduction

The company's services are still considered less than optimal; this is evidenced from the first observations made by researchers in the work area of the State Electricity Company Malili Customer Service Unit in East Luwu Regency, especially the Malili area. Several consumers stated that when there was a power outage in several community homes, the response of employees when they received the information was very slow (Silambi & Ismail, 2020). Sometimes people have to wait for approximately 6 hours after reporting the incident of a power outage. Especially if the incident occurred at night, sometimes the company through employees came to make repairs the next day.

Observations were made on the community, researchers also asked questions to several company employees regarding the services provided when doing work (Sativa *et al.*, 2018). Some of them mentioned that sometimes when resolving complaints from the community, the work facilities used when working in the field did not support their work so that the results received by the community were not as optimal as they expected. In addition, the distance between the office and the location of public complaints is

quite far so that sometimes there are delays in handling these complaints (Januwarsono, 20015). There are not many officers available to handle public complaints, while there are also complaints that come in simultaneously. There are also complaints related to excessive workloads, but the benefits provided to employees are not in line with expectations. This condition shows that employees are dissatisfied in doing their jobs, thus affecting their performance in the company (Bani, 2021).

Organizational culture involves shared expectations, values, and attitudes that affect individual employees, workgroups, and processes within the company. Attitudes and behaviour of organizational members are strongly influenced by organizational culture which will determine the performance of members and the organization. A positive organizational culture within the State Electricity Company, Malili Customer Service Unit, has a positive impact on the performance of employees at the power company. The company management hopes that all employees can provide optimal contributions to the company in order to achieve maximum service to the community (Insan *et al.*, 2013). The presence of a positive organizational culture can provide its own

satisfaction for employees at work so as to support their performance.

The company's success in achieving its goals is a manifestation of high performance for the company, especially at the State Electricity Company, Malili Customer Service Unit. Employee performance can survive and increase depending on the company in managing all their employees. Measuring employee performance can

### Literature Review

Organizational culture is a pattern of basic assumptions found, created, or developed by a particular group (Edowai et al, 2021). So that the organization can overcome, overcome the problems that arise due to external adaptation and internal integrity. Every individual who is a member of an organization has a different culture because they have different cultural backgrounds (Salam, 2016). All differences are merged into one culture, namely organizational culture to become a group that works together in achieving organizational goals. It is agreed that all these processes do not rule out the possibility that individuals can accept and also cannot accept all forms of decisions that have been determined (Kimutai & Ismael, 2016).

Job satisfaction is quite an interesting and important problem because it has proven to be of great benefit to the interests of individuals, industry, and society. For individuals, research on the causes and sources of job satisfaction allows the emergence of efforts to increase their happiness in life (Desi, 2021). For industry, research on job satisfaction is carried out to increase production and influence costs by improving employee attitudes and behavior (Insan et al, 2021). Furthermore, society will certainly enjoy the maximum capacity results from the industry as well as the increased human value in the context of work. Job satisfaction relates to one's feelings or attitudes about work, salary, promotion or educational opportunities, supervision, co-workers, workload, and others (Aneta et al, 2014). Job satisfaction is related to one's attitude about work, and several practical reasons make job satisfaction an important

be seen from various signs, namely quality of work (accuracy, thoroughness, skill, and success), the quantity of work (output and speed in completing additional work), reliability (following orders, initiative, caution, and diligence) and attitude (loyalty) towards the company and cooperation with other employees (Erniwati *et al*, 2020).

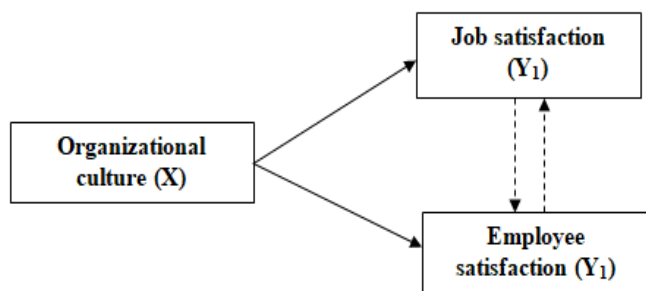
concept for leaders (Muhammad, 2021).

Research shows satisfied workers are more likely to stay with the organization (Fidyah & Setiawati, 2020). Two factors affect job satisfaction, namely the factors that exist in the employee and the work factor, namely:

- 1) Employee factors, namely intelligence (IQ), special skills, age, gender, physical condition, education, work experience, work experience, personality, emotions, ways of thinking, perceptions, and work attitudes (Paryono et al, 2020).
- 2) Occupational factors, namely type of work, organizational structure, rank (class), position, quality of supervision, financial security, the opportunity for promotion, social interaction, and work relations.

Performance is a description of the level of achievement of the implementation of an activity/program/policy in realizing the goals, objectives, mission, and vision of the organization contained in the formulation of the strategic scheme of an organization (Putra et al, 2020). The performance of employees of the State Electricity Company Malili Customer Service Unit is the result of work that can be achieved by a person or group of people in an organization both quantitatively and qualitatively, by their respective authorities and responsibilities, to achieve the goals of the organization concerned legally, not violate the law and by morals and ethics (Maddatuang et al, 2021). Many factors can affect job satisfaction and employee performance of the State Electricity Company, Malili Customer Service Unit, East Luwu Regency, South Sulawesi

Province, in this study a good organizational culture can affect both.



**Figure 1.** Relationship between concepts

### Methods

Research design is all the processes needed in planning and carrying out research. Researchers prefer a quantitative approach where the variables that influence and are influenced in this study are organizational culture, on employee performance through job satisfaction at the State Electricity Company, Malili Customer Service Unit, East Luwu Regency, where organizational culture is an independent variable (X), job satisfaction is an intervening variable ( $Y_1$ ), while employee performance is the dependent variable ( $Y_2$ ) where all variables both X and  $Y_1$  and  $Y_2$  will be calculated using a questionnaire as a research tool used.

The total population of the State Electricity Company Malili Customer Service Unit is 100 people, where the sample is part of the number and characteristics possessed by the population in this study. So the researchers used a saturated sample where the entire population was taken as a sample in these studies as many as 100 respondents. Data analysis is an activity after data from all respondents is collected. Activities in data analysis are grouping data based on variables and types of respondents, presenting data from each variable studied, performing calculations to answer the formulation of the problem, and performing calculations to test hypotheses that have been proposed.

The effect of the intervening variable is using the multiple path analysis methods to estimate the causality relationship between variables (casual model) that has been previously determined based

on the theory. Path analysis alone cannot determine causal relationships and also cannot be used as a substitute for researchers to see causality relationships between variables. The causality relationship between variables has been established with a model based on a theoretical basis. Path analysis is to determine the pattern of relationships between three or more variables and cannot be used to confirm or reject the imaginary causality hypothesis (Ghozali, 2011). The data in this study were processed using the Statistical Package for Social Sciences (SPSS) 21.0 For Windows program. The magnitude of the indirect effect can be determined by multiplying each direct effect coefficient from the research equation by the standard for determining the hypothesis as follows:

- 1) The hypothesis can be accepted if the regression results show a significant level below 0.05 ( $p < 0.05$ ).
- 2) The hypothesis can be accepted if the regression results show a significant level above 0.05 ( $p > 0.05$ ).

Based on the research paradigm and hypotheses that have been presented in the previous chapter, the data analysis method used to test the hypothesis is Path Analysis. The reason for using path analysis is because this method can analyze the pattern of causal relationships between variables to know the direct and indirect effects, simultaneously or jointly and partially or independently of several causal variables on an effect variable.

Path analysis is part of the regression model that can be used to analyze the causal relationship

between one variable and another. In path analysis, independent and dependent influences can be in the form of direct and indirect effects; path analysis takes into account the direct and indirect effects. The indirect effect of an independent variable on the dependent variable is through another variable called the intervening variable. To describe the causal relationships between the variables studied in this study, a path diagram is used. A path diagram is a tool to graphically describe the structure of causality relationships between independent variables, intervening (intermediary), and dependent variables.

Based on the research paradigm that was developed in accordance with the theoretical framework, a path diagram can be drawn, which can be described as follows:

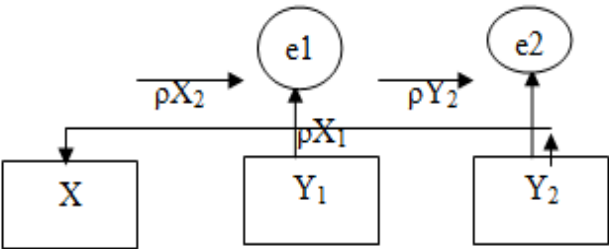


Figure 2. Path chart

Result

1. Data Validity and Reliability Test

The validity test is carried out to find out the data used, the basis for determining that the data used is valid by comparing the validity correlation value with the standard value table 0.30, if the

Description:

- X = Organizational culture
- Y<sub>1</sub> = Job satisfaction
- Y<sub>2</sub> = Employee performance
- ε = Epsilon, which shows residual variables or factors that explain the influence of other variables that have been identified by the theory, but not investigated or other variables that have not been identified by the theory, or appear as a result of variable measurement errors.

Figure 3 shows that the structural equation is as follows:

$$Y_1 = a + b_1X_1 + \epsilon_1 \dots\dots\dots \textit{Substructure 1}$$

$$Y_2 = b_1X_1 + b_2Y_1 + \epsilon_2 \dots\dots\dots \textit{Substructure 2}$$

Figure 3. Structural linear equation

corrected item correlation value > from the standard value 0.30, it can be said that the data is valid. This data is then compared with the results of the calculation of validity through SPSS.23, while the data obtained are as follows:

Table 1. Data Validity

Variable	Statement items	Correlation value	Standard R value	Description
Organizational culture (X)	X.1	.832	0.30	Valid
	X.2	.1003	0.30	Valid
	X.3	.900	0.30	Valid
	X.4	.846	0.30	Valid
	X.5	.794	0.30	Valid
Job satisfaction (Y <sub>1</sub> )	Y <sub>1</sub> .1	.895	0.30	Valid
	Y <sub>1</sub> .2	.921	0.30	Valid
	Y <sub>1</sub> .3	.886	0.30	Valid
	Y <sub>1</sub> .4	.914	0.30	Valid
	Y <sub>1</sub> .5	.900	0.30	Valid
	Y <sub>2</sub> .1	.866	0.30	Valid

Employee performance (Y <sub>2</sub> )	Y <sub>2.2</sub>	.886	0.30	Valid
	Y <sub>2.3</sub>	.854	0.30	Valid
	Y <sub>2.4</sub>	.811	0.30	Valid
	Y <sub>2.5</sub>	.720	0.30	Valid

**Source:** Author's Findings

The data from the calculation of the correlation value and the product-moment R-value in the table above shows that:

- 1) Organizational culture variable with five statement items stated that all items are valid with a correlation value greater than the standard value.
- 2) The variable job satisfaction with five statement items stated that all of the items were valid as evidenced by the correlation value greater than the standard value.
- 3) Employee performance variables with five statement items stated that all valid items were proven by the correlation value greater than the standard value.

From the findings above, it is stated that the items from the three variables are declared valid. In

addition to using the data validity test, to get reliable data, it is necessary to test the reliability of the data in this study, where the reliability of the data also gives good results in the study. To test the reliability of this data the basis for making decisions are:

- 1) If the value of Cronbach's alpha > standard Cronbach's alpha (0.60), then the data is said to be reliable, otherwise.
- 2) If the value of Cronbach's alpha < standard Cronbach's alpha (0.60), then the data is said to be unreliable.

To find out the results of the data for the reliability of this data, the researchers present in the form of a table which data is taken from the output results of SPSS.23 as follows:

**Table 2.** Reliability Data

Variable	Cronbach's Alpha Value	Standard Cronbach's Alpha	Description
Organizational culture	.945	0.60	Realibel
Job satisfaction	.966	0.60	Realibel
Employee performance	.935	0.60	Realibel

**Source:** Author's Findings

The results of calculations for reliability testing in the table are found that:

- 1) Organizational culture variable with Cronbach's alpha value of 0.945 > from 0.60 (standard Cronbach's alpha), then the data is said to be reliable.
- 2) Job satisfaction variable with Cronbach's alpha value of 0.966 > from 0.60 (standard Cronbach's alpha), then the data is said to be reliable.
- 3) Employee performance variable with Cronbach's alpha value of 0.935 > from 0.60

(standard Cronbach's alpha), then the data is said to be reliable.

All of the variables tested for data reliability show that the data from all variables are said to be reliable and the data can be continued for regression testing.

## 2. Characteristics of Respondents

Researchers collect the identity of respondents and analyze the results shown in the table as follows:

**Table 3.** Characteristics of Respondents

Characteristics of Respondents	Description	Quantity	Percentage
Gender	Male	55	55%
	Female	45	45%
	<b>Total</b>	<b>100</b>	<b>100%</b>
Age	20 <sup>year</sup> -30 <sup>year</sup>	10	10%
	31 <sup>year</sup> -40 <sup>year</sup>	60	60%
	41 <sup>year</sup> -50 <sup>year</sup>	20	20%
	<b>Total</b>	<b>100</b>	<b>100%</b>
Length of working	1 <sup>year</sup> -5 <sup>year</sup>	12	12%
	6 <sup>year</sup> -10 <sup>year</sup>	78	78%
	> 10 <sup>year</sup>	10	10%
	<b>Total</b>	<b>100</b>	<b>100%</b>

Source: Author's Findings

**Table 4.** Description of Respondent Variable

Organizational culture											Mean
Indicator	Strongly agree		Agree		Neutral		Disagree		Strongly disagree		
	F	%	F	%	F	%	F	%	F	%	
X <sub>1</sub>	4	4	12	12	22	22	44	44	18	18	3.60
X <sub>2</sub>	6	6	8	8	32	32	38	38	16	16	3.50
X <sub>3</sub>	5	5	10	10	28	28	36	36	21	21	3.58
X <sub>4</sub>	3	3	12	12	29	29	36	36	20	20	3.58
X <sub>5</sub>	4	4	9	9	25	25	42	42	20	20	3.65
Mean total cultural variables											3.58
Job satisfaction											Mean
Indicator	Strongly agree		Agree		Neutral		Disagree		Strongly disagree		
	F	%	F	%	F	%	F	%	F	%	
Y <sub>1.1</sub>	6	6	6	6	29	29	41	41	18	18	3.59
Y <sub>1.2</sub>	7	7	9	9	27	27	39	39	18	18	3.52
Y <sub>1.3</sub>	6	6	11	11	19	19	47	47	17	17	3.58
Y <sub>1.4</sub>	6	6	9	9	22	22	47	47	16	16	3.58
Y <sub>1.4</sub>	6	6	11	11	17	17	41	41	25	25	3.68
Mean total variable job satisfaction											3.59
Employee performance											Mean
Indicator	Strongly agree		Agree		Neutral		Disagree		Strongly disagree		
	F	%	F	%	F	%	F	%	F	%	
Y <sub>2.1</sub>	4	4	8	8	24	24	42	42	22	22	3.70
Y <sub>2.2</sub>	2	2	11	11	23	23	47	47	17	17	3.66
Y <sub>2.3</sub>	5	5	6	6	32	32	38	38	19	19	3.60
Y <sub>2.4</sub>	4	4	9	9	36	36	37	37	14	14	3.48
Y <sub>2.4</sub>	4	4	11	11	22	22	47	47	16	16	3.60
Mean total employee performance variable											3.61

Source: Author's Findings



Table 4 above shows that each variable shows data that the results show that the overall data provided is still in good assumptions and then the data can be developed for analysis using path analysis.

### 3. Path Analysis

The method in this study uses the path analysis method with the use of SPSS.23 software

with 2 processing methods, in this section, the researcher will interpret the data that has been processed, such as testing the coefficient of determination (model summary) path 1 and path 2 while for testing the indirect effect by using the Sobel test. The coefficient of determination explains the direction of the influence given from the data for model 1 and model 2, for that the results are shown in the table below:

**Table 5. Model Fit  
Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.673 <sup>a</sup>	.452	.447	3.79472
2	.705 <sup>a</sup>	.497	.486	3.19561

**Source:** Author's Findings

Researchers use the value of R square where the output is seen for each model used, as for knowing the error value in the value of R square can be calculated by:

- 1) Calculate  $\epsilon^1$  in structural equation 1 by  $(1-R^2) = (1-0.673)^2 = 0.107$
- 2) Calculate  $\epsilon^1$  in structural equation 2 by means of  $(1-R^2) = (1-0.705)^2 = 0.087$

The results of the calculation of the error value, the overall calculation is obtained as follows:  
Total  $R^2 = 1 - (\epsilon^1 \times \epsilon^2) = 1 - (0.107 \times 0.087) = 1 - 0.009309 = 0.928171 = 0.990$ .

The calculation of the value of R square shows a value of 0.990 or 99%, which means that the organizational culture and job satisfaction variables have a direct influence on the employee performance variables. While 1% is a variable outside the research. The feasibility test of the model uses the path analysis method, where each effect will be calculated based on the output of SPSS.23, the data that has been processed is as follows:

**Table 6. Path Analysis Output 1  
Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4.996	1.489		3.356	.001
Organizational culture	.723	.080	.673	8.997	.000

**Source:** Author's Findings

In table 6 above, it can be interpreted into the equation of path 1, where the beta value equation used by standardized coefficients is:  $Y_1 = 0.673X_1 + 0.107e$ .

From the structural equation of the path 1 model

above, it can be seen that:

- 1) The value of  $p_1X_1$  is 0.673, which means that if the organizational culture ( $X_1$ ) increases by 1, then the employee's performance increases by 0.673.

**Table 7.** Path Analysis Output 2  
**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5.905	1.324		4.460	.000
Organizational culture	.206	.091	.219	2.254	.026
Job satisfaction	.470	.085	.538	5.529	.000

**Source:** Author's Findings

In table 7 above, it can be interpreted into the equation of path 2, where the beta value equation used by Standardized Coefficients is:

$$Y_2 = p_1X_1 + p_2Y_1 + \varepsilon^1$$

$$Y_2 = 0.219x_1 + 0.538Y_1 + 0.087\varepsilon$$

From the structural equation of the path 2 models above, it can be seen that:

- 2) The value of  $p_1X_1$  is 0.219, which means that if the organizational culture ( $X_1$ ) increases by 1, while the variable is fixed, then the employee's performance increases by 0.219.
- 3) The  $p_2Y_1$  value is 0.538, which means that if job satisfaction ( $Y_1$ ) increases by 1, while the variable is fixed, and then employee performance increases by 0.538.

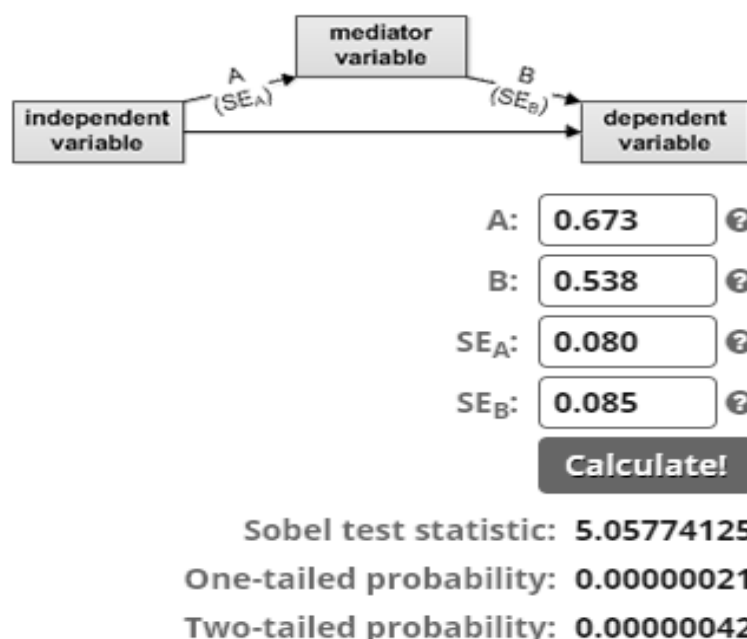
Furthermore, to determine the value of the indirect influence of organizational culture on employee performance through organizational job satisfaction, it can be calculated based on the multiplication results obtained from:

(1) Direct influence  $X \rightarrow Y_1 = 0.673$

(2) Direct influence  $Y_1 \rightarrow Y_2 = 0.538$

(3) Indirect influence  $X \rightarrow Y_1 \rightarrow Y_2 = 0.673 \times 0.538 = 0.362$

It is known that the indirect effect is 0.362, for the total effect it can be calculated by  $0.673 + 0.538 = 1.211$ . Sobel Test (Organizational culture  $\rightarrow$  Job satisfaction  $\rightarrow$  Employee performance).



**Figure 3.** Sobel Test



Based on the results of the Sobel test calculation, the Sobel test statistic value is 5.057, which means that organizational culture has a positive influence

### Discussions

After testing on sub structural path 1 and sub structural 2 and indirect influence, then the answer to this research hypothesis is that the results of the research on organizational culture variable (X) have a path coefficient of 0.673 which means it has a positive direction of influence with a significance level having a probability value of  $0.000 < 0.05$ . From this, it can be interpreted that  $H_1$  (first hypothesis) is accepted so that it can be concluded that organizational culture has a direct and positive effect of 0.673 and a significant 0.000 on job satisfaction. The direction of a positive relationship means that the better the organizational culture offered to employees has an impact on changes towards higher job satisfaction felt by employees. Organizational culture has a positive and insignificant relationship to employee job satisfaction.

Organizational culture variable (X) has a path coefficient of 0.219 which means it has a positive direction of influence with a significance level having a probability value of  $0.026 < 0.05$ . From this, it can be interpreted that  $H_2$  (second hypothesis) is accepted so that it can be concluded that organizational culture has a direct and positive direction of 0.219 and a significant 0.026 on employee performance. The direction of the relationship is positive, which means that the better the organizational culture offered to employees has an impact on changes towards increasing employee performance (Putra et al, 2020). Organizational culture has an influence on employee performance. However, there are also studies that are inconsistent and different from the findings of this study that the results of the study say that organizational culture has a positive and insignificant relationship with employee performance.

The job satisfaction variable ( $Y_1$ ) has a path coefficient of 0.538 which means it has a positive

on employee performance which is mediated through the job satisfaction variable with a probability value of  $0.000 < 0.05$ .

direction of influence with a significance level having a probability value of  $0.000 < 0.05$ . From this, it can be interpreted that  $H_3$  (third hypothesis) is accepted so that it can be concluded that job satisfaction has a direct and positive direction of 0.538 and a significant 0.000 on employee performance. The direction of a positive relationship indicates that the more job satisfaction of an employee in getting job satisfaction contributes to changes towards increasing employee performance (Karim et al, 2021).

Based on the results of the Sobel test (Organizational culture  $\rightarrow$  Organizational job satisfaction  $\rightarrow$  Employee performance) showed a result of 5.057 which means it has a positive direction of influence with a probability value of  $0.000 < 0.05$ . It can be said that  $H_4$  (fourth hypothesis) is accepted by concluding that organizational culture has an indirect and positive direction and is significant at 0.000 on employee performance through job satisfaction. The direction of a positive relationship can be interpreted that the better the organizational culture applied can contribute to the better employee performance, with the assumption that the value of job satisfaction is also increasing. The State Electricity Company, Malili Customer Service Unit, pays attention to the principles of organizational culture which are continuously socialized as a model of accuracy in work so that it can continue to increase job satisfaction and employee performance in carrying out their work activities (Rahmaddian et al, 2021). The influence of organizational culture owned by the State Electricity Company Malili Customer Service Unit has a positive and significant influence on job satisfaction and employee performance.

### Conclusion

A conducive organizational culture is very important to encourage the most productive level of employee performance. The organizational culture, which is a set of values, was deliberately taken and developed by the manager of the State Electricity Company, Malili Customer Service Unit, East Luwu Regency to be used as a guide in acting and acting for all employees. Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties by the responsibilities given to him. Performance in this case shows the work achieved by a person after carrying out the work tasks assigned by the organization. While the measure of whether or not the work is good can be seen from the quality or quality achieved by employees by the demands of the organization. Performance is the result of work that can be achieved by a person or group of people in an organization by their respective authorities and responsibilities, to achieve the goals of the organization concerned legally, not violating the law and by morals and ethics.

The relationship between organizational culture and performance is a form of relationship that is very meaningful in achieving organizational success. So if a conducive organizational culture is very important to encourage the most productive level of employee performance as well. Job satisfaction is a person's response to the various work environments he faces. A person's response includes responses to organizational communication, supervisors, compensation, promotions, co-workers, organizational policies, and interpersonal relationships within the organization. The relationship between job satisfaction and performance is that to understand employee job satisfaction, a leader must understand the characteristics of each subordinate. If this is realized, job satisfaction can be achieved, so that performance will be better. Integrity is often understood in the context of behavior, and integrity behavior is generally understood in terms of ethics and morals. Integrity also requires individuals to adhere to the technical and ethical standards of the organization. Integrity is not just a matter of honesty, it is an ethical and moral issue, which people don't lie or don't do immoral things.

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