Research Paper

# The Influence of Work Conflict and Organizational Culture on Employee Performance Through Job Satisfaction at the Civil Service Police Unit Office of Mandailing Natal Regency

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## ABSTRACT

Employee performance is a real behavior displayed by everyone as work performance is produced by employees following their role in the organization. This study aims to determine and analyze the effect of a work conflict and organizational culture on employee performance through job satisfaction at the Office of the Civil Service Police Unit, Mandailing Natal Regency. The nature of this research is associative research with a quantitative approach. The primary and secondary data are used from questionnaires and documentation and are measured on an interval scale. The sample size for this study was 200 employees, and the data analysis techniques used to test the hypothesis were descriptive analysis and structural equation model analysis. The results showed that work conflict had a negative and significant effect on job satisfaction. Organizational culture has a positive and significant effect on job satisfaction. Work conflict has a negative and significant effect on employee performance. Organizational culture has a positive and significant effect on employee performance, and job satisfaction has a positive and significant effect on employee performance. The indirect effect shows that work conflict has a negative and significant effect on employee performance through job satisfaction. Organizational culture has a positive and significant effect on employee performance through job satisfaction.

## INTRODUCTION

How the company values and handles human resources will affect its performance-related attitudes and behavior. Good performance is an ideal performance that meets organizational standards and contributes to accomplishing organizational objectives. A good company strives to enhance the capabilities of its human resources since this is a crucial aspect of enhancing employee performance.

Chairani (2020) argues that enhancing staff performance would propel government agencies forward. The success of a government agency in fulfilling its objectives and ensuring its continued existence is contingent on the quality of the performance of its human resources. The greater the clarity of employee performance's significance in an organization, the more imperative it is for the business to devise a plan to increase employee performance.

The purpose of measuring employee performance at the Civil Service Police Unit of Mandailing Natal Regency is to evaluate the achievement of each performance indicator in order to produce a summary of the success or failure of attaining goals and

objectives. Table 1 displays the Civil Service Police Unit of Mandailing Natal Regency's performance evaluation.

**Table 1. Recapitulation of Performance Assessment of Civil Service Police Unit Employees of Mandailing Natal Regency for the 2019–2021 Period**

| No | Category | Weight | Year | | | | | |
|----|----------|--------|------|---|---|---|---|---|
| | | | 2019 | | 2020 | | 2021 | |
| | | | Number of Employees (Persons) | Percentage | Number of Employees (Persons) | Percentage | Number of Employees (Persons) | Percentage |
| 1 | Very good | 91-100 | 10 | 3,39 | 7 | 2,33 | 3 | 1,00 |
| 2 | Good | 76-90 | 210 | 71,19 | 197 | 65,45 | 175 | 58,14 |
| 3 | Fair | 61-75 | 75 | 25,42 | 97 | 32,23 | 121 | 40,20 |
| 4 | Poor | 51-60 | 0 | 0,00 | 0 | 0,00 | 2 | 0,66 |
| 5 | Very poor | <50 | 0 | 0,00 | 0 | 0,00 | 0 | 0,00 |

Table 1 shows a problem of decreasing employee performance or performance instability, and organizations need to make efforts to improve the performance of their employees. Employee performance is not only the result of work achieved by a person carrying out the tasks assigned to him but also includes how work takes place to achieve results.

Job satisfaction reflects the individual's positive feelings. Robbins and Judge (2016) note that job satisfaction indicates a good attitude towards work responsibilities created from an evaluation of their characteristics. When employees are satisfied with their work, they can express something positive about their work.

According to the preliminary survey findings, the overall job satisfaction of the Civil Service Police Unit Office of Mandailing Natal Regency is also lower than anticipated. For instance, the salary received does not meet expectations, and there are delays in payroll.

Employee performance will be determined by workplace conflict. Individuals or organizations achieving their aims by opposing the other side, accompanied by threats or violence, constitute a conflict (Manullang, 2020). Work conflict is a scenario in which there is a disagreement between two or more members or groups within an organization due to their participation in joint activities with differing statuses, goals, values, and perspectives. Inappropriate and unwise workplace confrontations may contribute to an uncomfortable work environment. It is not confined to one condition but may expand and produce further issues.

Yofandi (2017) states that workplace conflict is a discrepancy between two or more members or groups in a company since they have different statuses, values, goals, or perceptions. In addition, conflict is defined as differences, contradictions, and disputes. Conflicts that are contrary to group goals are called dysfunctional conflicts. The discussion is dominated by dysfunctional work conflicts, dislike of working in groups, personality clashes, individual disputes, and tensions. The results of the pre-survey on employee work conflicts show that some employees have work conflicts with fellow employees, which is 60 percent. Afrizal et al. (2014) and Ramadanu (2016) show that work conflict significantly affects employee job satisfaction. This is contrary to the results of research by Han and Netra (2014), which states that work conflict has a negative effect on employee job satisfaction. A negative value explains a unidirectional influence: if the conflict increases, the employee's job satisfaction will decrease.

Organizational culture is also referred to as corporate culture. Organizational culture is a set of values, beliefs, assumptions, or norms that have long been agreed upon and followed by members of an organization as a guide to behavior and problem-solving (Ginting, 2017). A culture that grows strong can spur the organization towards better

development. The values shared in the organization make civil servants feel comfortable working; they have commitment and loyalty; make them try harder; increase their work professionally, and maintain a competitive advantage.

In order to realize an organizational culture suitable to be applied to an organization, it is necessary to have the support and participation of all members within the scope of the organization. Civil servants form an overall perception based on the characteristics of organizational culture, which include innovation, stability, concern, result orientation, leader behavior, and team orientation. These characteristics are found in their organization.

Every employee in the Mandailing Natal Regency Civil Service Police Unit must adhere to relevant values, such as faith, culture, education, physical and spiritual health, discipline and integrity, and innovation, in order for their tasks to operate efficiently. In reality, many personnel still have not followed the Civil Service Police Unit Office of Mandailing Natal Regency regulations. The findings of the preliminary poll indicate that workers constantly attempt to adhere to the organization's norms; 53% are confident, while 47% are uncertain about adhering to the appropriate norms.

According to Klara's (2019) study, there is a significant association between organizational culture and job satisfaction, indicating that organizational culture significantly impacts job satisfaction. A solid organizational culture will generate a high level of job satisfaction. Rahmawaty and Kasnowo (2018) conclude that organizational culture influences job satisfaction positively. However, Andi et al. (2019) discovered that organizational culture negatively impacted work satisfaction. Based on the research gap and the findings of the preliminary survey, the following research questions are formulated:
RQ1. Does work conflict affect employee performance at the Mandailing Natal Regency Civil Service Police Unit?

RQ2. Does organizational culture affect employee performance at the Mandailing Natal Regency Civil Service Police Unit?
RQ3. Does work conflict affect job satisfaction at the Mandailing Natal Regency Civil Service Police Unit?
RQ4. Does organizational culture affect job satisfaction at the Mandailing Natal Regency Civil Service Police Unit?
RQ5. Does job satisfaction affect employee performance at the Mandailing Natal Regency Civil Service Police Unit?
RQ6. Does work conflict affect employee performance through job satisfaction at the Mandailing Natal Regency Civil Service Police Unit?
RQ7. Does organizational culture affect employee performance through job satisfaction at the Mandailing Natal Regency Civil Service Police Unit?

Therefore, the purpose of this research is structured as follows:
1. To analyze and identify the effect of work conflict on employee performance at the Mandailing Natal Regency Civil Service Police Unit.
2. To analyze and identify the influence of organizational culture on employee performance at the Mandailing Natal Regency Civil Service Police Unit.
3. To analyze and identify the effect of work conflict on job satisfaction at the Mandailing Natal Regency Civil Service Police Unit.
4. To analyze and identify the influence of organizational culture on job satisfaction at the Mandailing Natal Regency Civil Service Police Unit.
5. To analyze and identify the effect of job satisfaction on employee performance at the Mandailing Natal Regency Civil Service Police Unit.
6. To analyze and identify the effect of work conflict on employee performance through job satisfaction at the Mandailing Natal Regency Civil Service Police Unit.
7. To analyze and identify the influence of organizational culture on employee

performance through job satisfaction at the Mandailing Natal Regency Civil Service Police Unit.

This study is anticipated to be both theoretically and practically applicable. It is anticipated that theoretical contributions would facilitate scientific learning and application. In addition, it is envisaged that the researchers will give empirical contributions to views about work conflict, organizational culture, job satisfaction, and employee performance. This study may contribute to the Mandailing Natal Regency Civil Service Police Unit in the form of valuable suggestions for determining the existence of employees. This investigation is anticipated to provide information on practical solutions and serve as a resource for future studies.

## LITERATURE REVIEW
### Employee performance
Performance is the result of the implementation of a job, both physical and non-physical or non-material. There are several opinions regarding the definition of performance. Performance, which means implementation, continuity, action, and achievement, Mangkunegara (2017) argues that employee performance is the result of the quality and quantity of work achieved by an employee in carrying out their duties by the responsibilities given to them. Performance is a condition that must be known and communicated to specific parties to determine the level of achievement of an agency's results associated with the vision carried out by an organization and to understand the positive and negative impacts of the agency's main activities and main tasks. These are materials for planning and determining the agency's success level in deciding on an action. Kasmir (2016) argues that performance results from work and work behavior achieved by completing the tasks and responsibilities within a certain period. Sinambela (2016) argues that the willingness of a person or group to carry out

an activity and perfect it according to their responsibilities with the expected results is called performance. Susanto (2017) states that performance is a function of motivation and ability to complete one's task or work, which should have a certain degree of willingness and ability. One's willingness and skills are not effective enough to do something without understanding what to do and how to do it. In addition, performance is a real behavior that everyone displays as employees produce work performance under their role in the organization. Performance quality includes timing, skill, accuracy, and neatness. Quantity of work is an output that includes regular and extra tasks, discipline, initiative, loyalty, and adherence to established rules.

Abdullah (2014), performance is the result of work that strongly relates to the organization's strategic goals and customer satisfaction and contributes to the economy. Sedarmayanti (2017) also argues that performance is a translation of performance, which means the work of a worker, a management process, or an organization as a whole, where the work results can be shown concretely and can be measured (compared to predetermined standards). It can be concluded that employee performance is the result of work in quantity and quality achieved by an employee where the work results can be shown concretely and measured (compared to predetermined standards). Performance is said to be good and successful if the desired goals can be achieved properly. Efficiency and effectiveness are two important aspects in assessing performance because efficiency compares the results achieved and the effort expended.

In contrast, effectiveness is comparing the results achieved and the expected results. Individual performance can be affected by factors such as ability and motivation (Mangkunegara, 2017). On the other hand, Sedarmayanti (2017) determines that individual performance includes the following three factors: motivation, ability, and work environment, and Mathis and

Jackson (2014) describe the factors that influence performance, such as the individual's ability to perform the work, the level of effort expended, and organizational support.

Hariandja (2014) suggests the importance of performance appraisal for performance improvement, salary adjustments, decisions for placement, training, and development, and career planning and development. Moreover, identification of weaknesses in the placement process and deficiencies in job design. Then helping employees overcome external problems and feedback on the implementation of human resource management functions, It can be concluded that performance contains the substance of achieving work results by someone. Therefore, the purpose of performance appraisal is categorized as evaluation and development (Umam, 2010; Arif, 2016). Mangkunegara (2017) describes that the dimensions and performance indicators are measured by quality and quantity and the implementation of tasks.

**Job satisfaction**

Job satisfaction is an inherently relative concept. Some individuals are satisfied when their efforts are rewarded by their expectations. Others experience employment satisfaction when they find a position that aligns with their passions. Therefore, the term "job satisfaction" becomes very subjective depending on the individual. Moreover, job satisfaction results from the difference between the perceived and anticipated performance. According to Nawawi (2016), job satisfaction is a person's emotion throughout their employment. Job satisfaction is a component of a job that attempts to improve the intensity of a better job at the firm to achieve the greatest degree of work expectations in the organization (Bagirova & Vavilova, 2015).

Every individual who works in an agency has an aspiration and a presumption that motivates him or her to take action to meet this expectation. If this expectation is met, the individual will be satisfied with his or her job in the agency. In addition, job satisfaction arises when every agency member enjoys working there. However, there will be dissatisfaction among the agency or organization members, which can lead to job dissatisfaction in the individuals themselves. This refers to an individual's emotional reaction and attitude when confronted with a job and the social and physical conditions within a company or organization. If a person is overly stressed at work, dissatisfaction typically develops, leading to poor performance (Barakat et al., 2015).

According to Wijono (2018), job satisfaction is a set of unique attitudes exhibited by organization members. Job satisfaction is often represented by an employee's good attitude towards his job and everything he faces or is assigned in his work environment. In contrast, a lack of work satisfaction may have a detrimental effect on the organization. The negative outcomes may include carelessness, absenteeism, strikes, labor changes, and other negative outcomes. Furqon (2015) posits that job satisfaction is related to variables such as turnover, absenteeism, age, job level, and the size of the company's organization. It can be concluded that job satisfaction is an emotional response or attitude employees show towards various aspects of their work. The theory of job satisfaction includes the discrepancy and the equity theories. Satisfaction is an outcome felt by employees. If the employee is satisfied with his job, he will feel at home working for the organization or company.

Kreitner and Kinicki (2014) divide it into five factors affecting job satisfaction; need fulfillment, discrepancies in value attainment, equity, and dispositional/genetic components. Bisen and Priya in Kaswan (2015) divide it into three main factors that affect job satisfaction: factors related to employees, factors related to employers, organizations, or companies, and factors related to the work itself. Handoko (2014) explains that several factors that can

increase satisfaction include: making work fun, ensuring people are paid fairly, matching people with jobs that match their interests, and avoiding boredom and repetitive work. Soegandhi et al. (2013) list work, supervision, workers, promotion, and pay as some of the things that can be used to measure job satisfaction.

**Work conflict**

Conflict is defined by one side's perception of the other's negative impact, negatively affecting the other party. Typically, issues with communication, personal relationships, or work structure in a working relationship led to conflict. Conflict is any contact between two or more parties that results from discrepancies between workers resulting from the division of work activities and differences in status, aims, values, or perceptions.

Conflict situations are seen as abnormal and unanticipated occurrences that should not exist and must be handled as soon as possible (Ekawarna, 2018). Threats or violence accompany conflicts between people or organizations aiming to achieve particular objectives by opposing the opposite side (Anwari, 2016). A work conflict is a dispute between two or more members or groups within the organization that results from cooperative actions with disparate statuses, objectives, values, and perspectives.

Conflict can be both dysfunctional and functional. At levels of conflict that are too low, morale and productivity can stagnate. Organizational changes are too slow to adapt to new demands. On the other hand, if the level of conflict is too high, it can lead to chaos and division, disharmony in relationships, breakdown of cooperation, tension, and frustration. Conflict is often one of the leaders' strategies for making change (Wirawan, 2015). Three main conflict sources are the work environment, an inappropriate reward system (compensation), and poor communication. Conflicts can be categorized into three major groups (Mangkunegara, 2017),

including those based on the perpetrators, those based on the causes, and those based on the consequences.

Furthermore, Mangkunegara (2017) states that there are several forms of conflict within the limits of their influence on the company, such as hierarchical conflict, functional conflict, line staff conflict, and formal-informal conflict. Conflicts are of many types and can be grouped according to various criteria. In more detail, Wirawan (2015) describes several types of conflicts, including personal and interpersonal conflicts, realistic and non-theistic conflicts, and destructive and constructive conflicts. Conflict between members or groups is a common issue during organizational changes. Conflict must not only be accepted and managed properly, but it must also be encouraged because conflict is a force to bring about change and progress in an organization. According to Rivai (2018), how to manage conflict, for example, through conflict stimulation methods, conflict reduction methods, and conflict resolution methods. Three methods of conflict resolution are often used; domination or suppression, compromise, and integration.

A manager is responsible for preventing these results from negatively affecting the organization. The benefits of conflict management are as follows (Marwansyah, 2019): Bringing hidden problems to light to resolve them, thereby encouraging individuals to seek a more suitable approach to get even greater results. Increase self-awareness and sensitivity to the difficulties of others. This contributes to improved decision-making. Induce alterations and reduce monotony. This study employs Rivai's (2018) indicators for analyzing the work conflict variable: intrapersonal conflict, interpersonal conflict, intragroup conflict, and intergroup conflict.

**Organizational culture**

Organizational culture, in essence, has good value for an organization's progress. Organizational culture covers broader and

deeper aspects and becomes a basis for creating an ideal organizational climate. The organizational culture problem has recently become very interesting, especially in uncertain working conditions.

Culture is the total number of thoughts, works, and creations of humans that are not rooted in their instincts and, therefore, can only be triggered by humans after a learning process. Culture is at the core of what is important in organizations, such as the activity of giving orders and prohibitions and describing what is done and not done that regulates the behavior of members.

Scheini (in Nasution, 2017) explains that organizational culture is a pattern of basic assumptions that are found, created, or developed by a specific group with the intention that the organization learns to overcome the problems that arise as a result of ongoing external adaptation and internal integration. It is effective enough that it must be taught to new members as the proper way to comprehend, think, and feel about these concerns.

According to Chaerudin (2019), organizational culture is known and accepted by members of the organization as guidelines of conduct. According to Hari (2015), organizational culture is a system that is embraced by all members and differentiates it from other organizations. The organizational culture serves as the foundation for orienting workers to consider the interests of all employees.

Ismail (2012) argues that organizational culture is a set of assumed norms and values as a belief system that grows and develops within the organization as a guide for organizational members so that the organization can carry out external adaptation and internal integration to maintain the existence of the organization. Organizational culture is a system of spreading beliefs and values that develops in an organization and directs the behavior of its members. Organizational culture can be the main instrument of competitive advantage if the organizational culture supports the organization's strategy.

According to Mangkunegara (2017), organizational culture is a set of assumptions or belief systems, values, and norms developed within the organization that is used as behavioral guidelines for its members to overcome external adaptation and internal integration problems. Therefore, organizational culture is a set of assumptions or belief systems, values, and norms adopted by every organization member that is used as a guide to shape and direct behavior in overcoming problems due to change. Culture is essentially the foundation of an organization. If the foundation is not strong enough, no matter how good a building is, it will not be strong enough to support it. Organizations can direct people to pay attention to one or two aspects related to the culture to be built.

According to O'Reilly and John in Mulyadi (2018), the characteristics of organizational culture include innovation and the courage to take risks; attention to detail; results-oriented; human-oriented; team-oriented; aggressive, and stable. Kreitner and Kinicki's (2014) organizational culture has three characteristics. The first characteristic is given to new employees through the socialization process. The second characteristic is influencing employee behavior in the workplace. The third characteristic applies at two levels, each varying outward appearance and resilience to change. Each organization is responsible for developing an organizational behavior that reflects honesty and ethics communicated in writing and can be used as a guide for all employees. According to Judge in Darodjat (2015), culture has functioned within the organization, including identity, the formation of attitudes and behavior, stability, boundaries, and commitment.

Meanwhile, Tika (2008) states that there are several main functions and roles of organizational culture, including: as a differentiating boundary to the environment; as glue for organizational members in an organization; promoting social system stability; as a mechanism to guide and shape

the attitudes and behavior of members of the organization; as an integrator; shaping the behavior of members of the organization; as a suggestion to solve the main problems of the organization; as a reference in preparing marketing planning, market segmentation, determining the positioning that the company will control; as a communication tool, and as a barrier to innovation. It is concluded that the function and role of organizational culture are a control guide in shaping employee attitudes and behavior in solving organizational problems through the values and norms adopted to be more innovative.

According to Sutanto in Darodjat (2015), the formation of a culture goes through the following stages: the philosophy of the founder of the organization; selection criteria; top management; socialization process; and organizational culture. In the life of an organization, it can be distinguished between a strong organizational culture and a weak organizational culture. According to Hakim (2015), a strong organizational culture shows how much organizational members recognize and carry out their duties according to the values set by the organization. A strong organizational culture is a culture that adheres to the core values of an organization. The more members of an organization recognize and embrace core values, the stronger the organizational culture will be. The fewer members of the organization who accept and implement the rules and regulations set by the organization, the weaker the organization's culture. Weak organizational culture shows the lower commitment of employees to an organization.

Robbins and Coutler in Saputra (2018) argue that every organization or company has a culture. However, not all organizations have an equally strong culture in influencing the behavior and actions of their employees. Organizational culture can have levels, namely a strong and weak organizational culture. A strong organizational culture (strong culture) is described as one that instills the organization's principal values firmly or strongly and is widely accepted among employees. In contrast, a weak organizational culture (weak culture) is a level of a culture where everyone has different values. There is a lack of clarity about the goals and principles that underlie every company decision.

Several factors influence creating a strong culture, including; (1) continuity of leadership. (2) stable group membership. (3) geographic concentration. (4) small group size and (5) good human relations. The Civil Service Police Unit of Mandailing Natal Regency applies core values which are explained as follows: (a) service oriented; (b) accountable; (c) competent; (d) harmonious; (e) loyal; (f) adaptive; and (g) collaborative

## The effect of work conflict on job satisfaction

The occurrence of the flow of human life, including in the world of work, will not be separated from the name conflict. Conflict usually arises in work due to communication problems, personal relationships, or organizational structure. The discrepancy between two or more members or organizational groups arises because they have different statuses, goals, values, and perceptions (Nyoto, 2019). According to Hamali and Budihastuti (2019), conflict is a dynamic process, and its existence is more about the perception of the person or party who experiences and feels it. Conflict is created to motivate members to innovate, take the initiative, and be creative so that leaders maintain a minimum level of conflict so that groups or subordinates can survive, be self-critical, and be creative (Bismala et al., 2017).

According to Afandi (2016), job satisfaction is an effective or emotional response to various aspects of work; it is a set of employees' feelings about whether or not their job is enjoyable. A general attitude toward a person's job represents the difference between workers' awards and the number they believe they should receive.

Everyone who works expects to get satisfaction from his workplace.

Job satisfaction will affect productivity, which managers highly expect. Therefore, managers need to understand what must be done to create job satisfaction for their employees to become actors who support the achievement of goals and have thoughts, feelings, and desires that can affect their attitudes towards their work. This attitude will determine his work achievement, dedication, and love of work that is imposed on him. Previous research conducted by Afrizal et al. (2014) stated that work conflict negatively and significantly affects employee job satisfaction. Meanwhile, Alfiah's (2013) research states that conflict significantly and negatively affects job satisfaction. This shows that the higher the conflict, the lower the employees' job satisfaction.

H1: Work conflict has a negative and significant effect on job satisfaction at the Civil Service Police Office of Mandailing Natal Regency.

**The influence of organizational culture on job satisfaction**
Organizational culture is also referred to as corporate culture. According to Sutrisno (2016), organizational culture can be defined as a system of values, beliefs, assumptions, or norms that have long been agreed upon and followed by members of an organization as a code of conduct and for solving organizational problems. According to Sinambela (2016), job satisfaction is a person's feeling towards his work that is produced by his own business (internal) and which is supported by things from outside himself (external), on the working conditions, work results, and work itself. Organizational culture directly influences job satisfaction in creating an attractive job and work environment and implementing regulations properly. This is supported by research by Mustafid (2017), Tumbeluka et al. (2021), and Ardila (2021), who concluded that organizational culture has a

positive and significant effect on job satisfaction.

H2: Organizational culture has a positive and significant effect on job satisfaction at the Civil Service Police Office of Mandailing Natal Regency.

**The effect of work conflict on employee performance**
In essence, conflict cannot be avoided but can be minimized so that conflict does not lead to division and hostility and causes an organization to suffer losses. However, if the conflict can be managed properly, an organization will benefit by creating healthy competition between employees. So, management can catch the symptoms and indicators of conflicts that have a constructive impact and conflicts that have a destructive impact. The management must be observant in seeing, paying attention to, and feeling the behavior of its employees so that negative conflicts can be suppressed. Conflict can have a negative impact, for example, weakening interpersonal relationships, the emergence of anger, feelings of hurt, and alienation.

According to Rivai (2018), the relationship between work conflict and employee performance is that conflict can have a positive or negative impact on company performance depending on the nature of the conflict and how the conflict is managed. For any company, the optimal level of conflict can be considered very useful, contributing to positive performance.

Organizational performance is a collectivity of the groups in it, while group performance is inseparable from the performance of the individuals in it. In addition, creativity and innovations that arise, which ultimately spur the development of the employee's self, will indirectly result in a good performance. Research conducted by Ahiruddin (2011) and Puji Lestari (2014) shows a positive influence and a significant relationship between work conflict variables on employee performance.

H3: Work conflict has a negative and significant effect on employee performance at the Civil Service Police Office of Mandailing Natal Regency.

**The influence of organizational culture on employee performance**

According to Abdullah (2014), performance is the result of work that strongly relates to the organization's strategic goals and customer satisfaction and contributes to the economy. According to Mangkunegara (2017), performance results from work that an employee qualitatively and quantitatively achieves in carrying out his duties following the responsibilities given to him.

Organizational culture is a system of beliefs and values that develop within the organization and direct the behavior of its members. In business, these systems are often regarded as corporate culture. No two people are alike, and no organizational culture is identical. Experts and consultants believe that cultural differences greatly influence organizational performance and the quality of work life experienced by organizational members (Schemerhorn et al., 2004; Rivai, 2018).

Organizational culture, based on research by Mashrukhin and Waridin (2004), states that any increase in organizational culture towards a more conducive direction will significantly improve employee performance. This is also supported by the results of Appelbaum (in Purnamie, 2014), which states that organizational culture includes process and result orientation, employee and work orientation, professionalism, open and closed management systems, evaluation, and normative.

H4: Organizational culture has a positive and significant effect on employee performance at the Civil Service Police Unit Office of Mandailing Natal Regency.

**The effect of job satisfaction on employee performance**

Studies on job satisfaction have been conducted for a long time, and many of them are associated with productivity and employee performance. Job satisfaction is one measure of the quality of life in the organization and will be a poor predictor of job satisfaction does not lead to increased performance. Indications of job satisfaction are usually associated with the level of absenteeism and the level of labor turnover, both of which can lead to high costs in the organization. Hence, the organization is economically reasonable to be concerned with job satisfaction because it greatly affects employee performance and organizational effectiveness.

Job satisfaction is the pleasant or unpleasant emotional state of a job. Every employee will be satisfied if there is no difference between expectations and reality. The more aspects of work that follow each individual's expectations and interests, the higher the level of satisfaction. Thus, it can be predicted that if employee satisfaction is high, performance will also be high.

Sari's research (2018) related to job satisfaction has positive and significant results on employee performance. This study finds a phenomenon regarding the unfairness of superiors because what employees express is different from the company team. Kristine's research (2017) found that job satisfaction negatively and significantly influences employee performance. Employees are dissatisfied with the company's decisions that increase the workload to get maximum employee performance. This study suggests that the company should increase employee job satisfaction in carrying out their duties and, avoid internal conflicts; contribute to the advancement/retreat of the institution in achieving the vision, mission, and goals.

H5: Job satisfaction has a positive and significant effect on employee performance at the Civil Service Police Office of Mandailing Natal Regency.

H6: Work conflict has a negative and significant effect on employee performance through job satisfaction at the Civil Service Police Unit Office of Mandailing Natal Regency.

H7: Organizational culture has a positive and significant effect on employee performance through job satisfaction at the Civil Service Police Office of Mandailing Natal Regency.

## RESEARCH METHODS

The authors conducted an associative study with quantitative descriptive methods. This investigation was conducted at the Civil Service Police Unit Office in the Mandailing Natal Regency of the province of North Sumatera. The study period begins in December 2021 and ends in July 2022. This research used an interval scale with nominal and ordinal units that measure the difference in the amount of a concept between two observations. The interval size divides people or things into equal distances or intervals.

**Population and Sample**
In this research, the population comprised all 301 Civil Service Police Unit personnel, Mandailing Natal Regency. This study used a combination of non-probability selection and convenience sampling to choose respondents based on what was easiest to discover or get. This study's sample criteria included Civil Service Police Unit Office of Mandailing Natal Regency personnel with at least five years of service. The number of representative samples is determined by multiplying the instruments by 5 to 10. (Ferdinand, 2014). In this investigation, the number of samples was 40 instruments x 5 = 200 respondents.

**Operationalization of Research Variables**
Work conflict (X1) is a scenario in which there is a disagreement between two or more members or groups within the organization due to their participation in joint activities with differing status, aims, values, and perspectives. Organizational culture (X2) is a collection of assumptions or belief systems, values, and standards accepted by each company member and utilized as a guide to shape and direct behavior in addressing challenges brought

on by environmental changes. Employee performance (Y) is the consequence of an employee's quality and quantity of work per their assigned obligations. Employees experience job satisfaction (Z), expressed in their positive attitude toward their work and all they confront or are assigned in their work environment.

**Data Collection and Analysis Methods**
This study applies data collection methods through questionnaires, documentation studies, and interviews. This study will be analyzed with descriptive statistics by measuring the average score of the distribution of respondents' answers for each variable. Testing the data by applying structural equation (SEM) analysis based on variance can simultaneously test the measurement and structural models. The statistical software PLS (Partial Least Squares) is used to process the line research data. PLS-SEM model evaluation is carried out by measuring the measurement model (outer model) and structural model (inner model). The measurement equation model is a model that explains the relationship between the manifest construct and the latent construct. In PLS, the measurement equation model is used in evaluating the outer model.

## RESULTS
## The descriptive statistical analysis

**Table 2. Characteristics of respondents**

| Characteristics | Frequency | Percentage |
|---|---|---|
| **Gender** | | |
| Female | 37 | 18.5 |
| Male | 163 | 81.5 |
| Amount | 200 | 100 |
| **Age** | | |
| 19-23 years | 42 | 21 |
| 24-28 years | 68 | 34 |
| 29-33 years | 46 | 23 |
| 34-38 years | 20 | 10 |
| 39-43 years | 19 | 9.5 |
| Above 43 years | 5 | 2.5 |
| Amount | 200 | 100 |
| **Education** | | |
| Junior high school | 3 | 1.5 |
| Senior high school | 161 | 80.5 |
| Diploma | - | |
| Bachelor's degree | 36 | 18 |
| Master's degree | - | |
| Amount | 200 | 100 |

## The mean result of the respondent's response frequency

The description provides the distribution of respondents' responses to the questionnaire statements in each concept. The result, representing the mean or average of the respondents' responses to each variable, appears below.

**Table 3: Distribution of respondents' responses from all variables**

| Construct | Mean | Category |
|---|---|---|
| Work conflict | 2.09 | Low |
| Organizational culture | 3.91 | Solid |
| Job satisfaction | 4.04 | Hight |
| Employee performance | 3.97 | High |

## Inferential Statistical Analysis
## Model Analysis

**Table 4: Loading Factors Algoritma**

| | Organizational culture | Job satisfaction | Employee performance | Work conflict |
|---|---|---|---|---|
| BO1 | 0,790 | | | |
| BO10 | 0,808 | | | |
| BO11 | 0,830 | | | |
| BO12 | 0,783 | | | |
| BO13 | 0,731 | | | |
| BO14 | 0,808 | | | |
| BO2 | 0,729 | | | |
| BO3 | 0,776 | | | |
| BO4 | 0,730 | | | |
| BO5 | 0,658 | | | |
| BO6 | 0,812 | | | |
| BO7 | 0,851 | | | |
| BO8 | 0,827 | | | |
| BO9 | 0,826 | | | |
| KK1 | | | | 0,942 |
| KK2 | | | | 0,943 |
| KK3 | | | | 0,789 |
| KK4 | | | | 0,744 |
| KK5 | | | | 0,658 |
| KK6 | | | | 0,918 |
| KK7 | | | | 0,772 |
| KK8 | | | | 0,711 |
| Y1 | | | 0,804 | |
| Y2 | | | 0,753 | |
| Y3 | | | 0,797 | |
| Y4 | | | 0,811 | |
| Y5 | | | 0,866 | |
| Y6 | | | 0,842 | |
| Y7 | | | 0,822 | |
| Y8 | | | 0,856 | |
| Z1 | | 0,727 | | |
| Z10 | | 0,875 | | |
| Z11 | | 0,810 | | |
| Z12 | | 0,821 | | |
| Z2 | | 0,783 | | |
| Z3 | | 0,693 | | |
| Z4 | | 0,768 | | |
| Z5 | | 0,728 | | |
| Z6 | | 0,671 | | |
| Z7 | | 0,644 | | |
| Z8 | | 0,769 | | |
| Z9 | | 0,741 | | |

Table 4 shows that all indicators of each construct: work conflict (X1), organizational culture (X2), job satisfaction (Z), and employee performance (Y), have met the reliability criteria. Therefore, the analysis of the outer model is continued by looking at each construct's internal consistency and reliability. An internal consistency reliability rating is expected to be at least 0.7. The SmartPLS algorithm's results on

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each construct's composite reliability are presented in Table 5 below.

**Table 5: Composite Reliability**

|  | Composite Reliability |
|---|---|
| Organizational culture | 0,957 |
| Job satisfaction | 0,941 |
| Employee performance | 0,942 |
| Work conflict | 0,940 |

Table 5 shows that the category is quite good. Each construct has met the outer model reliability assessment criteria with a composite reliability value of > 0.7. Thus, proceed to the outer model validity stage. The validity of the outer model is carried out using convergent and discriminant validity. Convergent validity assessment looks at each construct's average variance extracted (AVE) value. Hair et al. (2011) stated that the AVE value for each good construct was at least 0.5. The results of the SmartPLS Algorithm on the AVE value are summarized in Table 6 below.

**Table 6: Average Variance Extracted**

|  | AVE |
|---|---|
| Organizational culture | 0,615 |
| Job satisfaction | 0,570 |
| Employee performance | 0,672 |
| Work conflict | 0,666 |

Table 6 shows that the final model's AVE value of each dimensional construct has reached a value of > 0.5. Thus, the proposed structural equation model has met the convergent validity criteria. Two methods carry out discriminant validity assessment: comparing each construct's correlation to the square root of its AVE based on the Fornell-Lacker criteria or comparing the

loading factor with the cross loading of each indicator (Hair et al., 2014).

## Structural Model Evaluation (Inner Model)

The structural model in PLS is evaluated using R2 for the dependent construct, path coefficients, or t-values for each path to test the significance between constructs in the structural model through bootstrapping. The value of R2 is used to measure the level of variation of changes in the independent variable to the dependent variable. The R2 value of this study can be seen in the following table:

**Table 7: R-Square**

|  | R Square | R Square Adjusted |
|---|---|---|
| Job satisfaction | 0,734 | 0,731 |
| Employee performance | 0,871 | 0,869 |

Table 7 shows that the R-square value for the job satisfaction variable is 0.734. This means that the influence of workplace conflict and organizational culture on job satisfaction is 73.4%. The remaining 26.6% is explained by other variables not examined in this study, such as work stress, organizational commitment, or workload. On the other hand, the RSquare value for the employee performance variable is 0.871. This means that the percentage of the influence of workplace conflict and organizational culture on employee performance is 87.1%. The remaining 12.9% is explained by other variables not examined in this study, such as work discipline, work ethic, or work environment.

## Hypothesis test

The following are the results of the research summary for direct and indirect testing:

**Table 8: Summary of Research Results**

|  | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (\|O/STDEV\|) | P Values | Conclusion |
|---|---|---|---|---|---|---|
| **Direct Effect** |  |  |  |  |  |  |
| Organizational culture > Job satisfaction | 0,489 | 0,488 | 0,110 | 4,429 | 0,000 | Accepted |
| Organizational culture > Employee performance | 0,423 | 0,430 | 0,058 | 7,307 | 0,000 | Accepted |
| Job satisfaction > Employee performance | 0,345 | 0,338 | 0,052 | 6,638 | 0,000 | Accepted |
| Work conflict > Job satisfaction | -0,369 | -0,377 | 0,099 | 3,724 | 0,000 | Accepted |
| Work conflict > Employee performance | -0,220 | -0,218 | 0,058 | 3,760 | 0,000 | Accepted |

| Table 8 To Be Continued… | | | | | | |
|---|---|---|---|---|---|---|
| **Indirect Effect** | | | | | | |
| Organizational culture > Job satisfaction > Employee performance | 0,169 | 0,165 | 0,044 | 3,849 | 0,000 | Accepted |
| Work conflict > Job satisfaction > Employee performance | -0,127 | -0,128 | 0,042 | 3,064 | 0,002 | Accepted |
| **Total Effect** | | | | | | |
| Organizational culture > Job satisfaction | 0,489 | 0,482 | 0,106 | 4,623 | 0,000 | Accepted |
| Organizational culture > Employee performance | 0,592 | 0,596 | 0,066 | 9,004 | 0,000 | Accepted |
| Job satisfaction > Employee performance | 0,345 | 0,335 | 0,051 | 6,703 | 0,000 | Accepted |
| Work conflict > Job satisfaction | -0,369 | -0,381 | 0,095 | 3,900 | 0,000 | Accepted |
| Work conflict > Employee performance | -0,347 | -0,347 | 0,065 | 5,330 | 0,000 | Accepted |

**Direct effect**

Table 8 explains that the influence of organizational culture on job satisfaction (p-values 0.000 <0.05) and (t-statistic 4.4623 > 1.96) and the coefficient value of 0.489. This means that organizational culture significantly and positively affects job satisfaction. Therefore, the proposed hypothesis is accepted.

The influence of organizational culture on employee performance (p-values 0.000 < 0.05) and (t-statistic 7.367 > 1.96) and the coefficient value of 0.423. This means that organizational culture positively and significantly affects employee performance. Therefore, the proposed hypothesis is accepted.

The effect of job satisfaction on employee performance (p-values 0.000 < 0.05) and (t-statistic 6.6703 > 1.96), the coefficient value is 0.345. This means that organizational culture positively and significantly affects job satisfaction. Therefore, the proposed hypothesis is accepted.

The effect of work conflict on job satisfaction (p-values 0.000 < 0.05) and (t-statistic 3.900 > 1.96), the coefficient value is -0.369. This means that work conflict has a negative and significant effect on job satisfaction. Therefore, the proposed hypothesis is accepted.

The effect of work conflict on employee performance (p-values 0.000 <0.05) and (t-statistic 3.646 > 1.96). The coefficient value is -0.220, which means that there is a negative and significant effect between work conflict and employee performance.

Therefore, the proposed hypothesis is accepted.

**Indirect effect**

The influence of organizational culture on employee performance through job satisfaction produces a coefficient value of 0.169 with a p-value of 0.000 < 0.05 and a t-statistic of 3.849 > 1.96. This means that organizational culture indirectly positively and significantly affects employee performance through job satisfaction. Therefore, the proposed hypothesis is proven and can be accepted.

The effect of work conflict on employee performance through job satisfaction had a coefficient value of -0.127 with a p-value of 0.002 < 0.05 and a t-statistic of 3.064 > 1.96. This means that work conflict indirectly negatively and significantly affects employee performance through job satisfaction. Therefore, the proposed hypothesis is proven and can be accepted.

**Total effect**

The total influence of organizational culture variables on job satisfaction is (p-values 0.000 < 0.05) and (t-statistic 4.4623 > 1.96) and the coefficient value is 0.489. The total influence of organizational culture variables on employee performance is (p-values 0.000 < 0.05) and (t-statistic 9.004 > 1.96) and the coefficient value is 0.592.

The total effect of job satisfaction on employee performance is (p-values 0.000 < 0.05) and (t-statistic 6.703 > 1.96) and the coefficient value is 0.345. The total effect of

the work conflict variable on employee performance is (p-values $0.000 < 0.05$) and (t-statistic $3.900 > 1.96$) and the coefficient value is -0.369. The total effect of work conflict variables on employee performance is (p-values $0.000 < 0.05$) and (t-statistic $5.330 > 1.96$) and the coefficient value is -0.347.

## DISCUSSION

### Work conflict has a negative and significant effect on job satisfaction.

The findings of the hypothesis test reveal that work conflict has a negative and statistically significant influence on job satisfaction. Following the phenomenon observed in the Mandailing Natal Civil Service Police Unit, when employees engage in work activities such as direct contact with the community, internal meetings, and counseling, there is no severe conflict between coworkers and other parties, such that it does not impede performance and provides job satisfaction. This is consistent with Andika and Irmayanti's (2021) study, which indicates that workplace conflict negatively impacts employee job satisfaction. Therefore, if workplace conflict develops, employee job satisfaction will decline. The fewer conflicts workers have, the more job satisfaction may be obtained.

### Organizational culture has a positive and significant effect on job satisfaction.

The findings of the test of the hypothesis indicate that organizational culture has a positive and statistically significant influence on work satisfaction. These results are consistent with the phenomenon that occurred in the Mandailing Natal Civil Service Police Unit, where the majority of employees are quite responsive and agile in responding to and resolving community complaints to provide employee satisfaction in their work, which is consistent with the service-oriented organizational cultural values. This is consistent with studies by Klara (2019) and Rahmawaty and Kasnowo (2018), which demonstrate a high

correlation between organizational culture and work satisfaction, indicating that organizational culture substantially impacts job satisfaction.

### Work conflict has a negative and significant effect on employee performance.

The results of hypothesis testing indicate that the work conflict variable has a negative and significant effect on employee performance. These results follow the phenomenon that occurred in the Mandailing Natal Civil Service Police Unit, which has made several efforts to resolve conflicts, such as suppressing conflicts and not solving them, because conflicts that arise to the surface are repressed downwards, such as when conflicts occur between fellow employees and the leadership immediately acts decisively to contain or resolve the conflict so that it does not prolong or interfere with the performance of the employees. This empirical result is in line with research conducted by Marista (2018), which states that work conflict has a negative effect on employee performance, which means that if work conflict increases, employee performance will decrease.

### Organizational culture has a positive and significant effect on employee performance.

The hypothesis test indicates that the organizational culture variable positively and significantly affects employee performance. These results follow the phenomenon in the Mandailing Natal Civil Service Police Unit, where employees are very open to collaborating with fellow employees within the Mandailing Natal Civil Service Police Unit and other parties such as the community, related agencies, and organizations outside the government—implementing activities to provide maximum performance results following the established organizational culture values. This is in line with the research of Pratiwi (2012) and Ilham (2018), which concludes

that there is a positive influence between organizational culture and employee performance.

## Job satisfaction has a positive and significant effect on employee performance.

The hypothesis test results indicate that the job satisfaction variable has a positive and significant effect on employee performance. These results are in accordance with the phenomenon in the Mandailing Natal Civil Service Police Unit, where employees felt they enjoyed their work because they got appropriate rewards when completing the assigned tasks well. In addition, the employees feel satisfied with their work. After all, they have their pride because they work at the Mandailing Natal Civil Service Police Unit, where they can help resolve community complaints directly. These findings align with Sari's research (2018) results that found job satisfaction has positive and significant effects on employee performance. This conclusion means that the more satisfied employees are with the company, the better the work performance and work results shown will be.

## Work conflict has a negative and significant effect on employee performance through job satisfaction.

The hypothesis test results show that work conflict has a negative and significant effect on employee performance through job satisfaction as an intervening variable. This means that the lower the level of work conflict experienced by employees, the higher the level of job satisfaction felt by employees so that this will improve employee performance, and vice versa; the higher the level of work conflict experienced by employees, the lower job satisfaction felt by employees so that this will reduce performance. These results imply that work conflict management can improve employee performance more optimally if a high level of job satisfaction supports it. This result is in line with previous research, which found that

workplace conflict can be mediated by job satisfaction to increase employee performance (Lubis et al., 2016; Safrizal, 2018).

## Organizational culture has a positive and significant effect on employee performance through job satisfaction.

The hypothesis test results show that organizational culture has a positive and significant effect on employee performance through job satisfaction as an intervening variable. This means that the higher the level of work conflict experienced by employees, the higher the level of job satisfaction felt, so this will improve employee performance. If the level of organizational culture experienced by employees is lower than the job satisfaction, it will reduce performance. These empirical results are in line with Hardiyono (2017) and Syahrum (2016), which conclude that organizational culture influences performance with job satisfaction as an intervening variable.

## CONCLUSION AND SUGGESTIONS

Some conclusions and suggestions include the following: work conflict negatively and significantly affects job satisfaction at the Mandailing Natal Civil Service Police Unit. Organizational culture positively and significantly affects job satisfaction at the Mandailing Natal Civil Service Police Unit. Work conflict has a negative and significant impact on employee performance at the Civil Service Police Unit Office, Mandailing Natal Regency. Organizational culture positively and significantly impacts employee performance at the Civil Service Police Unit Office, Mandailing Natal Regency. Job satisfaction positively and significantly affects employee performance at the Civil Service Police Unit Office, Mandailing Natal Regency. Work conflict negatively and significantly impacts employee performance through job satisfaction at the Civil Service Police Unit Office, Mandailing Natal Regency. Organizational culture positively and

significantly impacts employee performance through job satisfaction at the Mandailing Natal Regency Civil Service Police Unit.

The anticipated ideas are as follows: the leader must be able to serve as a mediator between conflicting parties, be actively involved in offering solutions, and consistently provide assessments. It is required to uphold the organizational culture's principles and not misuse the position's authority. It is anticipated that the leadership is familiar with the various interests of personnel from different backgrounds. It is required to evaluate employee demands accurately or design a productive office environment based on the employee's competence. It is anticipated that future researchers will include the factors of work discipline, ethics, and work environment in their research. We expect that future research will increase the number of respondents by using a wider range of things to study.

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