

THE INFLUENCE OF WORK CULTURE, EMPLOYEE COMMITMENT AND PERFORMANCE APPRAISAL ON JOB SATISFACTION PT AIR MINUM GIRI MENANG (PERSERODA) MATARAM CITY - NTB

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ABSTRACT

Comprehensive, integrated and sustainable management of water resources plays an important role in creating national water security, including meeting the basic needs of clean water for the community. PT Air Minum Giri Menang (Perseroda) in Mataram, NTB, as one of the water resources managers, faces challenges in improving employee job satisfaction, which has an impact on the quality of public services. This study aims to analyze the influence of work culture, employee commitment, and performance appraisal on employee job satisfaction of PT Air Minum Giri Menang (Perseroda) in Mataram City, NTB. This research uses quantitative methods with explanatory research type. The research population included all permanent employees of PT Air Minum Giri Menang (Perseroda) totaling 179 people, with a sample of 45 permanent employees selected based on a certain percentage. The data analysis techniques used include classical assumption tests, multiple linear regression tests, and hypothesis testing. The results showed that the variables of work culture, employee commitment, and performance appraisal were normally distributed and suitable for analysis using multiple linear regression. This study found that the three variables have a significant influence on employee job satisfaction.

KEYWORDS Work Culture, Job Satisfaction, Performance.



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INTRODUCTION

Comprehensive, integrated and sustainable management of water resources plays an important role in creating National Water Security. It also ensures the availability of raw water sources to meet national water needs, including the daily needs of the community and support livelihoods. Water resources are components

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of ecosystems that are very important for human life and other living things, which are controlled by the state and used for the prosperity of the people. This is stated in Article 33 paragraph (3) of the 1945 Constitution of the Republic of Indonesia. Given the importance of the need for clean water, it is only natural that the clean water sector receives top priority handling because it concerns the lives of many people. Tambunan (2014).

One of the managers of Water Resources is the Regional Drinking Water Company (PDAM), this is mandated in (Law) No. 17/2018 concerning Water Resources. This law gives duties and authority to the Central Government and/or Regional Governments to regulate and manage Water Resources, including meeting the minimum daily basic needs for water for the community. Regional Drinking Water Companies (PDAMs) have an important role in managing water resources.

According to Law No. 23/2014 on Government Affairs, governmental powers that fall under the authority of the President are exercised by state ministries and regional government administrators. The main objective is to protect, serve, empower, and improve the welfare of the community. In terms of drinking water services, government affairs in the field of public works are handed over to the Regional Government. Furthermore, through regional regulations, the implementation is handed over to all agencies. In this case, the agency is the Regional Drinking Water Company (PDAM), where the PDAM is a Regionally Owned Enterprise. Hidayat & Taufiq (2012).

Drinking Water Company is currently one of the regionally owned enterprises (BUMD) which has a high level of competition. The increasing number of Drinking Water Company managers from the private sector with large enough capital is able to show good financial and managerial capabilities so that they can control drinking water management without thinking about non-profit elements as an element of service to the community. The current Drinking Water Company in Eastern Indonesia that has a top 10 performance in the pdam performance assessment referring to article 59 of the Minister of Public Works Regulation (Permen PU) concerning the Implementation of the Development of Drinking Water Supply Systems and does not involve the management of private parties in determining its shares is PT Air Minum Giri Menang (Perseroda) Mataram, West Nusa Tenggara.

PT Air Minum Giri Menang (Perseroda) as a public service institution is obliged to serve the community to fulfill their basic needs, namely water in accordance with the service framework stipulated in Law Number 25 of 2009 concerning Public Services. To continue to build public trust in public services carried out by PT Air Minum Giri Menang (Perseroda), efforts must be made to improve and improve services in line with the expectations and demands of the consumer community. PT Air Minum Giri Menang (Perseroda) has a Vision and Mission, namely this is the Vision to be the best drinking water service company, environmentally

sound, excellent service and table account, the Mission is to fulfill the drinking water supply needs of the community throughout the West Lombok Regency and Mataram City with standard quality, quantity, continuity and table account. The purpose of meeting the needs of drinking water on an ongoing basis for the people of Mataram and West Lombok is to provide the best results for customers, therefore PT Air Minum Giri Menang (Perseroda) is always committed to improving the quality of human resources,.

Improving the quality of human resources is the most important part of the company and a vital asset because they run the policies and operations of a company. Companies must be brave enough to face changes and competition to keep running their operations and continue their existence in the era of globalization which has very dynamic changes and very fierce competition. The success of a company can often be measured by the skills and success of its human resources in carrying out their duties. Matters related to performance, motivation, job satisfaction, and productivity if not fulfilled will result in the sustainability of the company being disrupted. No matter how advanced technology, information development, availability of capital and adequate materials, if without human resources it is difficult for the organization to achieve its goals. Nurul Qomariah (2020)The most important resource of an organization is human resources, namely the people who provide their energy, talent, creativity and effort to the company.

In this era of globalization, job satisfaction is one of the important aspects in supporting company operations. Job satisfaction is a positive feeling about work as a result of the evaluation made by individuals (jobholders) of the characteristics of the job itself (Robbins & Judge (2021) in Zaky & Employees (2021) which is written in the book Job Satisfaction published by Ub Press in 2023 page 3. The results of the PT Air Minum Giri Menang (Perseroda) Employee Job Satisfaction Report from 2021-2023 have increased every year. The following is the percentage of the PT Air Minum Giri Menang (Perseroda) Employee Job Satisfaction Report from 2021-2023.

Table 1. Percentage Results of Employee Job Satisfaction of PT Air Minum Giri Menang (PERSERODA) From 2021-2023

Activities	Year		
	2021	2022	2023
Employee Job Satisfaction	80,8 %	83,82 %	84,6 %

Source: Employee Job Satisfaction Report of PT Air Minum Giri Menang (Perseroda) from 2021-2023

Based on table 1. above, it can be seen that job satisfaction increases every year and seen from the results of the percentage of job satisfaction at PT Air Minum Giri Menang (Perseroda) in the high category with the assessment of employee job satisfaction criteria. This can be seen based on the measurement index carried out,

the employee job satisfaction measurement index of PT Air Minum Giri Menang (Perseroda) in 2023 is as follows:

Table 2: Satisfaction Assessment Criteria Index

IKK Interval Score	IKK Conversion Interval Score	Assessment Criteria
1,00-1,80	20-35,9	Very Low
1,81-2,60	36-51,9	Low
2,61-3,40	52-67,9	High enough
3,41-4,20	68-83,9	Low
4,21-5,00	84-100	High enough

Source: Employee Job Satisfaction Report of PT Air Minum Giri Menang (Perseroda) from 2023

Based on table 2, it has been determined that the employee job satisfaction index of PT Air Minum Giri Menang (Perseroda) uses a rating scale of 1 - 5, which means there are 5 (five) answer options that must be chosen by respondents. The assessment of employee job satisfaction criteria is measured in several instruments as follows:

Table 3. PTAMGM Employee Job Satisfaction Instrument Year 2023

NO	ASPECT
1.	Job Aspects
2.	Aspects of Personal and Career Development
3.	Procedural Aspects
4.	Aspects of Work Environment
5.	Benefit and Salary Aspects
6.	Aspects of Supervision
7.	Award Aspect
8.	Communication Aspects
9.	Organizational Aspects
10	Aspects of Commitment and Enterprise Value

Source: Employee Job Satisfaction Report of PT Air Minum Giri Menang (Perseroda) from 2023

Based on table 3, it has been determined regarding the aspects that affect job satisfaction, but the instrument above cannot measure aspects of work culture, employee commitment and performance appraisal. As for the commitment aspect, it has been listed in the above table instrument above but in its implementation it assesses more about the aspect of company value, with the table instrument as follows:

Table 4. Instrument for Commitment and Corporate Value Aspects

NO	ITEM
10.	Aspects of Commitment and Enterprise Value
10.1	I am optimistic about the future of this company.
10.2	All company members already have an adequate level of commitment and fighting power to support the company's progress.
10.3	All members of the company have implemented the company's values optimally.
1.04	The top leadership has acted as a role model for the implementation of corporate values in every operational decision-making.

Source: Employee Job Satisfaction Report of PT Air Minum Giri Menang (Perseroda) from 2023

An individual who is satisfied with his job will definitely use all his abilities to complete his duties as well as possible, so that the productivity and quality of employee work will increase significantly. Job Satisfaction is the respondent's response to feelings of dissatisfaction in carrying out his job with the following measuring elements, There are five determinants of job satisfaction called the Job Descriptive Index (JDI) (Robins 2006) and Afandi (2018: 82) in Bahua et al. Bahua et al., (2022) . In this study, job satisfaction is influenced by several aspects of work culture, employee commitment and performance appraisal. The first aspect that can affect job satisfaction is work culture. quoted from the *website* situsbudaya.di a good work culture can increase employee motivation, engagement, and job satisfaction, thus having a positive impact on overall organizational/company performance. Work culture is a philosophy based on a worldview. This view of life becomes the values that shape the nature, habits, and driving force in a group of people or organizations. So that employees can interact with one another, this is where work culture acts as a liaison, which is then implemented by employees into a habit. This is in accordance with what is said (Yuningsih, (2018) in Biongan, (2023)work culture refers to a view of life in an organization that explains the mechanism of employee integration based on shared experiences, history, beliefs, and norms that characterize the organization. Work culture can be defined as a pattern of basic assumptions developed by a group to deal with problems of external adaptation and internal integration.

PT Air Minum Giri Menang (Perseroda) has values related to work culture, namely moral and ethical codes that determine company actions and support the achievement of the company's vision. In addition to being understood, all company stakeholders believe that these values are the principles and basis for employee behavior in driving the organization. The company's values also include work culture and work ethic in the company, this is reflected in the slogan named "SMART", namely: (1) Healthy, (2) Independent, (3) Trustworthy, (4) Friendly and (5) Transparency. The following company values have been implemented by PT Air Minum Giri Menang (Perseroda) since 2019 based on West Lombok Regency Regional

Regulation Number 2 of 2019 concerning the Giri Menang Drinking Water Regional Company. Based on the results of an interview the author conducted with one of the staff in one of the fields at PT Air Minum Giri Menang (Perseroda) with the initials "Y" the "SMART" work culture is slowly being applied comprehensively to all employees related to employee organ performance efforts, encouraging innovation, emphasizing the achievement of results that depend on *Corporate KPIs*, supporting a friendly work environment and emphasizing accountability. In its implementation, the company values with the slogan "SMART" have not been connected to the indicators of work culture measurement within the scope of PT Air Minum Giri Menang (Perseroda) and there are no guidelines that fully regulate the company values contained in the work culture. An organizational work culture created with the right management process will help the organization to achieve its goals. Organizational characteristics are also confirmed to affect job satisfaction (Doloksaribu, (2021) in Rasmulia Sembiring, (2021). The Employee Development Subdivision has tried to accommodate in the form of a work culture assessment using an index such as table 5 below:

Table 5. Commitment and Corporate Value Aspect Instruments

Elements of Work Culture
Discipline & Attendance at Work (based on percentage of attendance and timeliness of attendance)
Orientation to Quality of Work
Efforts to Achieve Task Goals
Initiative to Make Improvements
Problem Solving Ability
Collaboration Skills
Task Expertise

Source: PT Air Minim Giri Menang (Perseroda) Work Culture Report

It can be seen from table 5 that the work culture assessment indicators can fulfill several aspects, but this is not related to the work culture with the value of "SMART" and does not use appropriate methods in the dimensions of work culture. Work culture assessment is carried out to support the improvement of the implementation of the company's work culture values.

The increased implementation of work culture values is expected to uphold and support the company's main activities. This is in line with employee application of attitudes and behaviors that are considered good and right and have value in working and organizational life which are always carried out to uphold or support the main activities of the organization (Quinn and Cameroon in Lizbetinova, Lorcova, & Caha, (2016). in Haryanto, (2018).

The second aspect that affects employee satisfaction is employee commitment, according to (Farla at, al, (2019) in Arsyad, (2021) employee commitment is a great willingness to remain part of the organization and contribute to its success,

employee commitment is a condition of an employee who has a great willingness to maintain membership in the organization. PT Air Minum Giri Mennag (Perseroda) has signed an integrity pact and performance contract which is carried out once a year as a fulfillment of the parameters of *Good Corporate Governance* (GCG) and Integrated Quality Assurance System. The implementation of employee commitment at PT Air Giri Menang (Perseroda) can be implemented properly, but it can be seen from the table that there is an average percentage of attendance, accuracy of attendance and discipline value as follows:

Table 6. Average Percentage of Attendance, Punctuality and Discipline Score of PTAMGM in 2023

Average Attendance	Average Attendance Timeliness	Average Discipline Score
98.32 %	97.37 %	97.82%

Source: PTAMGM Key Performance Indicator (KPI) Percentage Data

Judging from table 6 related to the percentage of attendance, accuracy of attendance and the value of discipline in 2023 has a very good percentage, but in the assessment of company indicators set in the Human Resources Sector, the average attendance and discipline have not reached the 100% indicator number, this is stated in the *Activity Plan of the Civil Service Administration Sub-Sector*. It can be concluded that employee commitment to discipline can still be improved. Employee commitment refers to a situation in which an employee feels a bond and loyalty to the company where he works. This includes acceptance of the company's goals and values, as well as the desire to contribute and remain part of the company. In employee commitment itself, there are several aspects of PT Air Minum Giri Menang (Perseroda) that can improve aspects in accordance with the opinions expressed by (Mayer, et al in Zurnali 2010) and Nugraha diadalam. Andi, Sudarno, et, (2019) namely: affective commitment, namely emotional attachment, identification, and involvement in an organization, individuals stay in an organization because of their own desires, sustainable commitment, namely individual commitment based on considerations of what must be sacrificed if they are going to leave the organization, normative commitment, namely individual beliefs about responsibility for the organization.

The next factor that affects employee satisfaction is performance appraisal which is the most important part of activity performance, including indicators of input, output, results, and benefits and impacts. (Syamsuriansyah et al (2020) in Tullah et al., (2024) argues that performance evaluation is the result of a systematic assessment based on a group of activity performance indicators, including input, output, outcome, and benefit and impact indicators. Performance appraisal has a crucial role in organizational decision making, including the awarding of bonuses, incentives, transfers, education, training, promotions, placements, career

development, and even dismissal of employees. Therefore, it is important to conduct performance appraisals objectively and openly. In this case, the performance assessment of PT Air Minum Giri Menang (Perseroda) uses the *Key Performance Indicator* (KPI) system and method as a measuring tool. There is an average percentage of *Key Performance Indicator* (KPI) assessment at PT Air Minum Giri Menang (Perseroda) in 2023 as follows:

Table 7. Average Percentage of PTAMGM Key Performance Indicators (KPIs)

Year 2023	
Average % KPI Semester 1	Average % KPI Semester 2
93.775	91.985

Source: PTAMGM Key Performance Indicator (KPI) Percentage Data

Judging from table 1.4 related to *Key Performance Indicators* (KPI) is a measuring tool in the performance appraisal of employees of PT Air Minum Giri Menang (Perseroda), the percentage shown in the table above shows the employee assessment rate related to the fulfillment of *Key Performance Indicators* (KPI) is very good, but the achievement of each semester has not reached 95%. It can be concluded that employee commitment to work can still be improved, this happens because improvements are still needed regarding the performance appraisal system and in the application of the performance appraisal system there is a subjective assessment of the assessment using the *Key Performance Indicator* (KPI). This is seen from several sources that discuss performance appraisal, indicators of performance appraisal performance Isbani Yumawa, Fika in (Ami Pujiwati, n.d.) can be summarized as follows: (1) Understanding, (2) Appraisers, (3) Guidelines for the implementation of work, (4) Submission of objections, (5) Planned, (6) Objective and (7) Feedback. This needs to be improved, as a follow-up based on an interview with the IT Division with the initials "J", modifications are being made to the *Key Performance Indicator* (KPI) so as to reduce less objective performance appraisals and the formation of performance appraisal guidelines based on the modifications made.

Based on the background, the purpose of this study is to analyze the influence of work culture, employee commitment, and performance appraisal system on employee job satisfaction of PT Air Minum Giri Menang (Perseroda) in Mataram City, NTB. The benefits of this research are expected to provide benefits both practically and academically. Practically, the results of this study can be used by the management of PT Air Minum Giri Menang (Perseroda) as a reference in formulating and developing policies related to work culture, employee commitment, and a more effective performance appraisal system to increase employee job satisfaction. Academically, this research is expected to add to the literature and become a reference for future studies that want to examine similar topics, as well as contribute to the development of human resource management science.

RESEARCH METHOD

The research method used is quantitative research. The type of research used in this research is explanatory research. . The population in this study includes all permanent employees of PT Air Minum Giri Menang (Perseroda) in Mataram-NTB, totaling 179 people, for the period 2023. Sample selection in this study can be done based on certain indications. As mentioned by Arikunto in Dwiyani, 2018: 32), if the research involves more than 100 subjects, then the percentage used is between 10-25% or more, but if the research involves less than 100 subjects, then the entire population is sampled ". Based on this opinion, the population in this study was only 179 permanent employees / employees of PT Air Minum Giri Menang (Perseroda) at the Mataram head office and a sample of 45 permanent employees / employees was taken. The data analysis techniques used in this study are validity test, classical assumption test, multiple linear regression test, hypothesis testing.

RESULT AND DISCUSSION

Normality Test

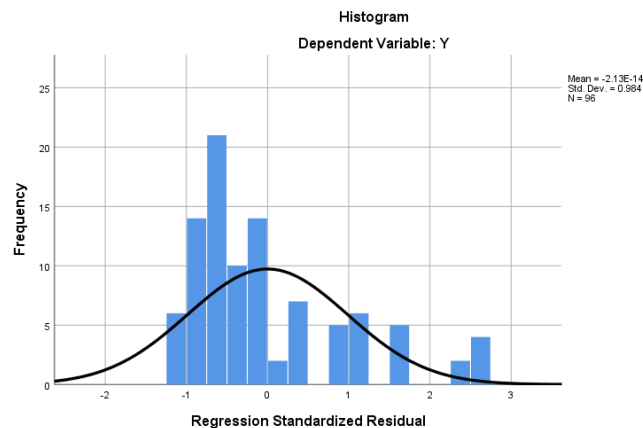


Figure 1. Normality Test Results of Research Variables

Based on Figure 1, it appears that the distribution of data in the histogram image spreads normally, so it can be said that each variable is normally distributed, so it is feasible to use multiple linear regression analysis.

Multicollinearity Analysis

Table 8. Multicollinearity Test Results

Model		Colinearity Statistics	
		Tolerance	VIF
1	Work Culture	0.433	2.308
	Employee Commitment	0.510	1.961
	System, Performance Appraisal	0.374	2.675

Dependent Variable: Job Satisfaction

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Source: Primary Processed (Appendix 7)

Based on table 8. above, because the Variance Inflation Factor (VIF) value is not more than 10 (below 10) and the Tolerance value is below 1, the model is said to be free from multicollinearity so that each of these variables can be analyzed with multiple linear regression.

Multiple Liner Regression Analysis

Table 9. Significance of Individual Parameters

	Model	B	Std. Error
1	<i>(Constant)</i>	0,018	0,345
	Work Culture	0,215	0,067
	Employee Commitment	0,538	0,117
	Performance Appraisal System	0,305	0,215

a Dependent Variable: Job Satisfaction

Source: Primary Processed (Appendix 6)

Through table 9, above, the function of linear regression can be formulated as follows:

$$Y = 0.018 + 0.215X_1 + 0.538X_2 + 0.305X_3$$

The constant of 0.018 means that if each independent variable, namely the Work Culture, Employee Commitment and Performance Appraisal System variables, has a value of 0, then Employee Job Satisfaction is 0.018. This means that the constant value of Employee Job Satisfaction in the absence of Work Culture, Employee Commitment, and Performance Appraisal System is 0.018.

The regression coefficient of Work Culture (b1) of 0.215 means that if the Work Culture variable (X1) is added to the regression model, then Employee Job Satisfaction will increase by 0.215. The regression coefficient of Work Culture (b1) which is positive means that the higher the Work Culture, the higher the Employee Job Satisfaction will be. Likewise, on the contrary, the lower the Work Culture, the lower the Employee Job Satisfaction.

The regression coefficient of Employee Commitment (b2) of 0.538 means that if the Employee Commitment variable is added to the regression model, Employee Job Satisfaction will increase by 0.538. The positive regression coefficient of Employee Commitment (b2) means that the higher the Employee Commitment, the higher the Employee Job Satisfaction will be. Likewise, on the contrary, the lower the Employee Commitment, the lower the Employee Job Satisfaction.

The regression coefficient of the Performance Appraisal System (b3) of 0.305 means that if the Performance Appraisal System variable is added to the regression model, then Employee Job Satisfaction will increase by 0.305. The regression coefficient of the Performance Appraisal System (b2) which is positive means that the higher the Performance Appraisal System, the higher the Employee Job Satisfaction will be. Likewise, on the contrary, the lower the Performance Appraisal System, the lower the Employee Job Satisfaction.

R2 Test Analysis (Simultaneous Determination Coefficient)

Table 10. Simultaneous Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.874 ^a	.765	.757	.15986

Source: Primary Processed (Appendix 5)

Based on table 10, it can be illustrated that the amount of R Square (R2) is 0.765. This shows that the study conducted on Work Culture, Employee Commitment, and Performance Appraisal System are able to explain the variation in their influence on Employee Job Satisfaction by 76.5%. While the rest is explained by other variables that are not included in this research model.

For the standard error of estimate (SEE) of 0.15986, it illustrates that the regression model is correct in predicting the dependent variable. "The smaller the SEE value will make the regression model more precise in predicting the dependent variable" (Ghozali, 2006: 86). Therefore, it can be said that Work Culture, Employee Commitment, and Performance Appraisal System have the right regression model in predicting their influence on Employee Job Satisfaction.

Partial Significance Test Analysis (t Test)

Table 11. Partial significance of influence

Independent Variable	Calculated t value	Table t value	Sig.	Description
Work Culture	2.386	1,985	0.019	Significant
Employee Commitment	6.893	1,985	0.000	Significant
Performance Appraisal System	3.721	1,985	0.000	Significant

From the information in table 11, it can be seen that the Work Culture variable has a positive t value of 2.386, Employee Commitment has a positive t value of 6.893, and the Performance Appraisal System has a positive t value of 3.721. To find the answer to the existing hypothesis, it is necessary to compare the smaller t count with the t table. By using a confidence level of 95% where $\alpha = 5\%$, df (degree freedom) $n-k = 96-3 = 93$, so the results for the t table are 1.982 (attachment 8).

The first hypothesis in this study states "There is an influence of work culture on job satisfaction at PT Air Minum Giri Menang, Mataram-NTB". The Work Culture variable has a t value < t table ($2.386 > 1.985$), it can be concluded that Work Culture has a significant effect on Employee Job Satisfaction. This means that the first hypothesis can be accepted.

The second hypothesis in this study states "There is an effect of Employee Commitment on job satisfaction at PT Air Minum Giri Menang, Mataram-NTB". The Employee Commitment variable has a t value > t table, namely ($6.893 > 1.985$), it can be concluded that Employee Commitment has a significant effect on Employee Job Satisfaction. This means that the second hypothesis can be accepted.

The third hypothesis in this study states "There is an influence of the Performance Appraisal System on job satisfaction at PT Air Minum Giri Menang, Mataram-NTB". The Performance Appraisal System variable has a t value $>$ t table, namely $(3.721 > 1.985)$, it can be concluded that the Performance Appraisal System has a significant effect on Employee Job Satisfaction. This means that the third hypothesis can be accepted.

Simultaneous Significance Test Analysis (F Test)

Table 12. Significance of simultaneous influence

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	7.634	3	2.545	99.578	0.000 ^b
Residuals	2.351	92	0.026		
Total	9.985	95			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Performance Appraisal System, Work Culture, Employee Commitment

Source: Primary Processed (Appendix 5)

From the anova test or F test, the calculated F value is 99.578 with a significance level of 0.000, using a confidence level of 95%, $\alpha = 5\%$, df_1 (number of variables-1 = 4-1 = 3), and df_2 ($n-k$) = 96-4 = 92, (in attachment 8, it appears that $df-N_1 = 3$ and $df-N_2 = 92$) so that the results for the F table are 2.70 (attachment 8). So that because $F_{count} > F_{table}$ ($99.578 > 2.70$) it can be concluded that Work Culture, Employee Commitment and Performance Appraisal System jointly affect Employee Job Satisfaction. The fourth hypothesis (H4) which states "There is an influence of work culture, employee commitment and performance appraisal together on employee satisfaction at PT Air Minum Giri Menang, Mataram-NTB" can be accepted.

The Effect of Work Culture on Job Satisfaction

The research results obtained through hypothesis testing with a coefficient value of 0.215 with a p-value of 0.019. It can be stated that Work Culture has a positive and significant effect on Employee Job Satisfaction of PT Air Minum Giri Menang. This means that the better the Work Culture received by employees at PT Air Minum Giri Menang, the higher the Employee Job Satisfaction. Conversely, if the less fair and appropriate the Work Culture applied at PT Air Minum Giri Menang, the lower the Employee Job Satisfaction. The results of this study are in line with the findings of Aliefiani et al. (2023); Dewi (2023); (Samsudin et al., 2023); Saputra (2024); Haerani (2023); Gorap, 2018); that Work Culture has a positive and significant effect on Employee Job Satisfaction.

The Effect of Employee Commitment on Job Satisfaction

The research results obtained through hypothesis testing with a coefficient value of 0.538 with a p-value of 0.000. So it can be stated that Employee Commitment has a positive and significant effect on Employee Job Satisfaction of PT Air Minum Giri Menang. That is, if the better and greater the chance of Employee Commitment applied at PT Air Minum Giri Menang, the higher the Employee Job Satisfaction. Conversely, if the less likely the opportunity for Employee Commitment applied to PT Air Minum Giri Menang, the lower the Employee Job Satisfaction. The results of this study are in line with the findings of Gorap, 2018); Sandy et al. (2023); and Atika et al. (2019) found that Employee Commitment has a positive and significant effect on Employee Job Satisfaction.

Effect of Performance Appraisal System on Job Satisfaction

The research results obtained through hypothesis testing with a coefficient value of 0.305 with a p-value of 0.000. It can be stated that the Performance Appraisal System has a positive and significant effect on employee job satisfaction. This means that the better the Performance Appraisal System felt by employees at PT Air Minum Giri Menang, the more satisfied employees are with their work and organization. Conversely, if the less good the Performance Appraisal applied at PT Air Minum Giri Menang, the less satisfied employees are with their work and organization. The results of this study are in line with the findings of Alexia et al. (2014); Dwipayana (2015); Kacmar et al. (2013); Mahdieh (2013); Rabia (2011) who found that the Performance Appraisal System has a positive and significant effect on employee job satisfaction.

CONCLUSION

From the results of the research and discussion above, the conclusion that can be drawn is that Work Culture has a positive and significant effect on Employee Job Satisfaction at PT Air Minum Giri Menang. The better the Work Culture received by employees, the higher their Job Satisfaction level. Conversely, if the Work Culture applied is not good, then Employee Job Satisfaction will decrease. In addition, Employee Commitment also has a positive and significant influence on Job Satisfaction. The higher the Employee Commitment, the higher their Job Satisfaction, and conversely, the lower the Employee Commitment, the lower the Job Satisfaction. A good Performance Appraisal System also has a positive and significant effect on Employee Job Satisfaction. The better the Performance Appraisal System, the higher the Employee Job Satisfaction, and if the system is not good, the Job Satisfaction will decrease. Overall, Work Culture, Employee Commitment, and Performance Appraisal System together have a positive effect on Employee Job Satisfaction. The better the three factors are implemented, the higher the level of Employee Job Satisfaction, and vice versa, the less well the implementation of the three factors, the Employee Job Satisfaction will decrease.

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