
THE SIGNIFICANCE OF ORGANIZATIONAL CULTURE, WORK SPIRIT, AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE AT THE PUBLIC BROADCASTING INSTITUTION (LPP) TVRI SOUTH SULAWESI

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ABSTRACT

This study aims to analyze and explain the influence of organizational culture, work spirit and job satisfaction on employee performance at the public broadcasting institution TVRI South Sulawesi. This type of research is quantitative with data collection techniques using questionnaires through 140 respondents and analyzed using multiple linear regression techniques and partial hypothesis testing is carried out. The results of the study indicate that organizational culture, work spirit and job satisfaction each have a significant influence on employee performance at the Public Broadcasting Institution (LPP) TVRI South Sulawesi with a 95% confidence level.

KEYWORDS Organizational Culture, Work Spirit, Job Satisfaction



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INTRODUCTION

Human resource management is a movement to recognize the importance of the human element as a potential resource and is very dominant in every organization. The role of human resources in a government organization is an important part because the existence of human resources (HR) will be able to influence the smooth running of organizational activities in achieving goals. So it needs to be supported by the quality of HR so that it can improve employee performance. Employee performance is the result of work achieved by each employee in accordance with their respective authorities and responsibilities in achieving organizational goals (Harianto, 2021).

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Employee performance refers to how employees behave in the workplace and how employees can do the work given to them by the leadership, organizations usually set performance targets for each employee as a whole. Employee performance is important for every organization to pay attention to because humans, in this case employees, are the main factor in the work process which will ultimately make the overall performance of the agency go well or not.

Performance is influenced by various factors put forward by Kuswandi (2014) including job satisfaction, competence, morale, work environment, leadership, communication and compensation. All of these factors must have an effect, it's just that some are dominant and some are not dominant. This research will examine organizational culture, morale, and job satisfaction.

The first factor that can be used to improve employee performance is organizational culture, in order to improve organizational performance apart from HR factors, a good organizational culture is needed. Organizational culture according to Nawawi (2015) is the values that guide human resources in carrying out their obligations and behavior within the organization. This is quite valuable, therefore it should be taught to new members as the right way to perceive, think, and feel in relation to these problems. Culture is also useful as a tool to determine the direction of the organization and what can be done and what cannot. Without a strong organizational culture, employee performance does not run optimally, that is why, organizational culture is crucial for every company or organization to have (Andriani et al., 2023).

The effect of organizational culture on employee performance can be measured by how competing in organizational institutions both among fellow employees can improve the quality of performance achievement according to the targets designed in an agency. This research is in line with research (Rahmadhani, 2020).

In addition, a factor that can also improve performance is morale. Work enthusiasm is a person's desire and seriousness to do his job properly and correctly, this work enthusiasm has the potential for a high willingness to do work, and has the potential to do work actively and is based on having work discipline and a high sense of responsibility. If the work enthusiasm is high, it will certainly have a big influence on the final result or can reach the productive level of employees (Selvin, 2022).

Apart from organizational culture and work enthusiasm, another factor that can improve employee performance is job satisfaction. Job satisfaction is an attitude that shows the difference between what is obtained and what is expected. A happy attitude at work is an attitude shown by employees for which their responsibilities have been carried out properly and feel satisfied with the results of their work. Satisfaction at work is a comparison between the services that have been provided and the rewards received by employees. Satisfaction will be received by employees if the rewards received by employees are equal to or higher than the services the employee has done (Rahayu et al., 2021).

Nurfitriani (2022) found that a person's performance will increase if in the organization there are human relations activities that bring social and psychological satisfaction to workers. Social satisfaction requires freedom to socialize in carrying out

tasks, while psychological satisfaction can be fulfilled by giving someone the opportunity to participate in managerial decision making. Greater satisfaction will improve performance.

It is necessary to re-evaluate the factors that make employees feel dissatisfied, feel stressed, especially by making employees feel comfortable while working to reduce anxiety and delays in completing their duties so that aggressiveness in responding to something that happens in the company to employees can increase. Then also by providing appropriate convenience or relief for the provision of workload or targets to be achieved, and need to maintain good relations between coworkers in the company and pay attention to factors that make employee performance poor (Fauzief & Yanuar, 2021).

In 1962 TVRI was born as the first television station in Indonesia. TVRI first broadcast on August 17, 1962, by broadcasting a live broadcast of the President of the Republic of Indonesia's speech welcoming the commemoration of Indonesia's Independence Day at the Merdeka Palace in Jakarta. But TVRI only officially aired during the opening ceremony of the 1962 Asian Games. South Sulawesi TVRI was established on December 7th 1972 under the name TVRI Ujung Pandang and was the fourth TVRI station to operate after Jakarta. After going through so many changes in TVRI's status, through Law of the Republic of Indonesia No. 32 of 2002 on Broadcasting, TVRI was established as a Public Broadcasting Institution in the form of a legal entity established by the State.

Article 14 of Law No. 32/2002 states that TVRI, as an LPP, is a broadcasting institution in the form of "a legal entity established by the state; (is) independent, neutral, non-commercial, and functions to provide services for the benefit of the public". Government Regulation No. 13/2005 stipulates that TVRI's task is "to provide information services, education and healthy entertainment, control and social glue, and preserve the nation's culture for the benefit of all levels of society through television broadcasting that reaches all regions of the Unitary State of the Republic of Indonesia" (Khoiriah, 2019).

TVRI is a state institution that has direct responsibility to the President. Unlike other state institutions, TVRI has a main duty in the form of broadcasting. This task is supported by TVRI's status as a public broadcasting organization (LPP). TVRI Public Broadcasting Institution is a public media with high intelligence to voice various values, cultures and diversity that are the pride of Indonesia through its quality program content to all levels of society to various places. One of its main tasks and functions is to provide information services, education, healthy entertainment, control and social glue, and preserve the nation's culture for the benefit of all levels of society through television broadcasting.

TVRI South Sulawesi Public Broadcasting Organization needs productive human resources in completing its tasks. As a state TV, TVRI has the same bureaucratic structure as other ministries/institutions. There is a President Director (Dirut), a General Director (Dirum), and Directors per each work unit. The status of employees at TVRI also varies from one another, there are at least four types of employee status

at TVRI, namely the State Civil Apparatus (ASN) consisting of Civil Servants (PNS) and Government Employees with Work Agreements (PPPK). Then Non State Civil Apparatus (Non ASN) employees consisting of Non-Civil Servants (PBPNS) and Contract Employees.

In order to improve the implementation of good governance, efficient, effective, clean and accountable, Presidential Regulation No. 29 of 2014 concerning the Government Agency Performance Accountability System (SAKIP) has been issued. Further implementation is based on the Regulation of the Minister of Administrative Reform and Bureaucratic Reform of the Republic of Indonesia Number 53 of 2014 concerning technical guidelines for performance agreements, performance reporting and procedures for reviewing performance reports of government agencies. The following performance data is carried out internally by LPP TVRI South Sulawesi in 2023:

Table 1. Comparing the Target and Realization of LPP TVRI SUL-SEL Performance Year 2023

No.	Program Performance Targets	Program Performance Indicators	Realization	End of Year/Renstra Target	Rate of Progress
(1)	(2)	(3)	(4)	(5)	(6)
1	Increased PNBPN revenue from TVRI Regional Station cooperation services	Percentage of cooperation targets for broadcast services, non-broadcast services and new business services for broadcasting stations as set.	74%	100%	74%
2	Improving the quality of information services, education, entertainment, and preserving	Program Percentage Broadcast services of information, education, entertainment, as well as preserving the	98,07%	100%	98,07%

	national culture and local wisdom through public television broadcasting	nation's culture and local wisdom produced according to SEP (TVRI) and P3SPS (KPI)			
3	Improved quality of technical equipment and transmission coverage in the region	Percentage of transmissions in the region that function according to parameters	100%		
		Percentage of multiplexing equipment in the region that functions according to SLA standards	99%	100%	100%
		Percentage of regional station production and broadcasting technical equipment that functions according to broadcast standards	100%	100%	100%
		Percentage of well-functioning information technology and new media infrastructure equipment in the regions	100%	100%	100%

4	Improved Regional Station Governance	Regional Station IRB Value	B	For 2023 there has been no assessment from Menpan RB
		Regional Station SAKIP Score	60	There is no assessment from the Ministry of Finance yet
		IKPA Value	93,93%	100%

Source: HR Section of South Sulawesi TVRI LPP

Based on the results of the SAKIP evaluation from Kemenpan RB in 2022, it is necessary to improve performance indicators and compile a performance tree based on Permenpanrb No. 88 of 2021 so that there is a reformulation of the main performance of TVRI South Sulawesi Station which is different from the established Strategic Plan. In table 1, the Progress of Strategic Objective Achievements in 2023 and Rensta cannot be compared because there are changes in the Performance Indicators of TVRI South Sulawesi Station.

The results of observations at the Public Broadcasting Corporation (LPP) TVRI South Sulawesi in fact show that the condition of organizational culture still tends not to support towards performance optimization. The initial organizational culture of TVRI was a Government Broadcasting Institution so that the events or programs aired by TVRI still had interference from the government. After becoming a public broadcaster, it does not mean that the government does not intervene in the programs aired by TVRI because some of TVRI's operational costs are still borne by the government. Government interference affects the organizational culture at TVRI. Some points that occur are the lack of human resources, inadequate supporting technology facilities and budgeting that is not maximized. This makes TVRI less able to compete with private television stations in Indonesia.

Furthermore, work morale also appears to be low as employees are often found stressed, physically ill, with low work quality and lack of personal communication. The work faced by TVRI employees from time to time is relatively boring, which inevitably makes morale drop. Because they feel that what they do does not contain anything new. It is as if they already have a record of what they have to do and function more like a

robot. As a result, such conditions will gradually bring boredom to employees in doing work.

Likewise, regarding job satisfaction, employees still feel insufficient with the compensation system received. Some TVRI employees are civil servants or ASN, PBPNS, so that the monthly wages of TVRI employees are still borne by the state. This has an impact on the job satisfaction of TVRI employees themselves in making an event program, assuming that no matter how the quality of the event program is made, it will not affect wages. This results in a lack of competition between TVRI employees while competition is needed to increase the creativity of its employees.

As for performance, it has not been maximized as previously explained, which shows that the organizational culture has not been maximized, the lack of work enthusiasm and job satisfaction is still low so that a lot at least will have an impact on the performance of employees in this scope of work.

The phenomenon described is a reference for researchers to follow up through the research process, considering the condition of employees at the South Sulawesi TVRI Public Broadcasting Institution (LPP) experiencing a process of decreasing the quality of performance or needing improvement even though in an organization the supporting factor for success is human resources. Therefore, researchers are interested in conducting research with the title significance of organizational culture, work enthusiasm and job satisfaction on employee performance at the South Sulawesi TVRI Public Broadcasting Corporation (LPP).

RESEARCH METHOD

The research design used in this study is a survey. Survey research is research that takes samples from a population using a questionnaire as the main data collection tool and generally uses statistical methods. This type of research is quantitative, which is to explain the causal relationship (influence) with hypothesis testing. The quantitative approach emphasizes analysis of numerical data processed by statistical methods. The location of the research that the author conducted was at the South Sulawesi TVRI Public Broadcasting Organization (LPP) Jalan Padjonga Dg. Alle Number 14, Mario Mariso District, Makassar City. The research time was carried out for 2 months in February - March 2024. The population of this study were employees at the South Sulawesi TVRI Public Broadcasting Corporation (LPP) totaling 214 people.

Table 2. Employee data of LPP TVRI South Sulawesi 2023

No.	Employee Status	Total
1	PNS	73
2	PPPK	46
3	PBPNS	18
4	CASUAL LABOR	41
5	CONTRACT EMPLOYEES	36

Total	214
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Source: Data Processing (2024)

The 140 employees who are sampled will be taken from each coordinator representative at the South Sulawesi TVRI Public Broadcasting Corporation (LPP) referring to the Slovin formula. The data collection technique used in this study used a questionnaire instrument. The questionnaire is a data collection technique that is done by giving a set of questions or written statements to respondents to answer. The questionnaire is an efficient data collection technique if the researcher knows exactly the variables to be measured and knows what to expect from the respondents (Sugiyono, 2018). After the data the author needs is collected, the next step is to analyze the data. The data analysis used in this study is quantitative analysis using statistical analysis.

RESULT AND DISCUSSION

Classical Assumption Test

Normality Test

The normality test aims to test whether in the regression model, confounding or residual variables have a normal distribution. How to see a regression model is normally distributed or not, namely by graph analysis and statistical tests. Testing with the One Sample Kolmogorov Smirnov Test (K-S), it is said that the data is normally distributed if the K-S sign value is greater than 0.05.

**Table 3. Data normality test
One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		140
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	.56465496
Most Extreme Differences	Absolute	.099
	Positive	.073
	Negative	-.099
Kolmogorov-Smirnov Z		1.176
Asymp. Sig. (2-tailed)		.126
a. Test distribution is Normal.		
b. Calculated from data.		

Source: Data Processing (2024)

The normality test results show that the Asymp. Sig. (2-tailed) of 0.126 > 0.05, thus it is stated that all data has met the normality requirements in the regression model has been met.

Multicollinearity Test

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The multicollinearity test is used to see if there is a correlation between the independent variables in a regression model. A good regression model should not have a correlation between the independent variables. Multicollinearity is seen from the *tolerance* value and the *Variance Inflation Factor* (VIF) value. Tolerance measures the variability of the selected independent variables that are not explained by other independent variables. If the VIF value is not more than 10 and the *Tolerance* value (TOL) is not less than 0.1, the model can be said to be free from multicollinearity.

Table 4. Multicollinearity test

Model	Collinearity Statistics	
	Tolerance	VIF
X1 - Organizational Culture	0.775	1.290
X2 - Work Morale	0.756	1.323
X3 - Job Satisfaction	0.797	1.255

Source: Data Processing (2024)

The multicollinearity test results show that the Tolerance value for all variables is greater than 0.10. Furthermore, the VIF value for all variables shows a value smaller than 10.00. Thus it is stated that all data is free from multicollinearity symptoms in the regression model.

Heteroscedasticity Test

Heteroscedasticity is the opposite of homoscedasticity, which is a condition where there is an inequality of variance from the error for all observations of each independent variable in the regression model. The heteroscedasticity test aims to test whether in the regression model there is an inequality of variance and residuals from one observation to another. "If a variance from the residuals of an observation to another observation is constant, it can be called homoscedasticity and if it is different it is called heteroscedasticity". A good regression model that is homoscedasticity or does not occur heteroscedasticity is to use statistical tests.

Table 5. Heteroscedasticity Test

Model	t	Sig.
X1 - Organizational Culture	0.376	0.707
X2 - Work Morale	0.778	0.438
X3 - Job Satisfaction	-1.546	0.124

Source: Data Processing (2024)

The results of the heteroscedasticity test show that the Sig. value on all variables is greater than 0.50. Thus it is stated that all data is free from symptoms of heteroscedasticity in the regression model.

Multiple Regression Analysis

In this study, employee performance is the dependent variable (Y), while the independent variables consist of organizational culture, work enthusiasm, and job satisfaction. The results of the multiple regression model calculation using SPSS software show the following results:

Table 6. Multiple Linear Regression Analysis Results

Variables	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>T</i>	<i>p-value</i>
	<i>Beta</i>	<i>Standard error</i>	<i>Beta</i>		
	Constant	1,947	0,290		
X1 - Organizational Culture	0,207	0,064	0,267	3,239	0,002
X2 - Morale	0,114	0,056	0,172	2,060	0,041
X3 - Job Satisfaction	0,212	0,069	0,249	3,065	0,003
R = 0,268					
R Square = 0.284					
F = 17.970		Sig.= 0.000			

Source: Data Processing (2024)

The equation shows that the multiple coefficients (β) are positive for all variables and significant at a *probability of* ≤ 0.05 , meaning that all variables in this study affect employee performance. Based on the results of multiple linear regression calculations, the calculated F value of 17.970 with a p-value of 0.000 is smaller than the error rate set at 5% ($\alpha = 0.05$). In accordance with the criteria mentioned, because the probability < 0.05 , H_0 is rejected, meaning that organizational culture, work enthusiasm, and job satisfaction have a significant effect on employee performance.

In identifying the ability of the independent variables to explain the dependent variable, it can be seen in the *Adjusted R square*. The *Adjusted R square* value of 0.268 or 26.8%, indicates that 26.8% is the influence of organizational culture, work enthusiasm, and job satisfaction while the rest is caused by other factors that come from outside the variables studied. The coefficient of the organizational culture variable of 0.207 or 20.7 percent shows that organizational culture contributes to employee performance by 20.7 percent which indicates a unidirectional effect. The work enthusiasm variable coefficient of 0.114 or 11.4 percent indicates that work enthusiasm contributes to employee performance by 11.4 percent which indicates a unidirectional effect. The coefficient of the job satisfaction variable of 0.212 or 21.2 percent indicates that job satisfaction contributes to employee performance by 21.2 percent which indicates a unidirectional effect.

Hypothesis Testing

To test the significance of the constant and the dependent variable (employee performance), the SPSS program is used which is carried out through comparison of

the α value with each independent variable p-value at the 0.05 significance level with a *two tail test*. Based on multiple linear regression calculations, it can be explained that partially all independent variables have a significant and positive effect on employee performance, this is evident that the *probability* value of each variable is smaller than 0.05.

Table 7. Hypothesis Test

No.	Hypothesis	Statistical Results	Description
1.	Organizational culture has a significant effect on employee performance at the South Sulawesi TVRI Public Broadcasting Corporation (LPP).	0,002 0,050	< Hypothesis accepted
2.	Morale has a significant effect on employee performance at the South Sulawesi TVRI Public Broadcasting Corporation (LPP).	0,041 0,050	< Hypothesis accepted
3.	Job satisfaction has a significant effect on employee performance at the South Sulawesi TVRI Public Broadcasting Corporation (LPP).	0,003 0,050	< Hypothesis accepted

Source: Data Processing (2024)

Discussion

Organizational culture on employee performance

Statistical analysis showed a significant relationship between organizational culture and employee performance. This finding is consistent with the literature linking organizational culture to various aspects of individual performance including productivity. A strong organizational culture tends to create a work environment that motivates, supports, and facilitates employees to achieve optimal results. Employees who perceive the consistency of organizational values with personal values tend to have higher levels of productivity.

A positive organizational culture is associated with higher levels of job satisfaction. When employees feel accepted and valued in the work environment, employees tend to feel more satisfied with work and have greater motivation to make higher contributions. Employees who feel connected to a strong organizational culture tend to be more engaged at work. They actively participate, take initiative and collaborate with colleagues, which in turn can improve individual and team performance.

Organizational culture refers to a collection of values, norms, beliefs, and behaviors that define the identity and characteristics of an organization. Meanwhile, employee performance includes the level of contribution, productivity, and achievement of individual goals in the work environment. The relationship between organizational culture and employee performance has been the focus of attention in human resource and organizational management studies due to its significant influence on overall organizational success.

Organizational culture influences employee performance through the values espoused and norms emphasized by the organization. When values such as integrity, collaboration, or innovation are upheld, employees tend to adopt appropriate behaviors, which in turn improves individual and collective performance. Employees who perceive congruence between personal values and organizational culture tend to be more engaged, more satisfied, and more productive in that environment. Conversely, value incongruence can result in tension, decreased motivation and low performance.

An organizational culture that encourages open communication and transparency creates an environment where employees feel heard and valued, which can increase employee engagement and motivation to perform better. The role of leaders in shaping organizational culture cannot be ignored. Leaders who practice the organization's values in their daily behavior become models for other employees. This can provide additional impetus for employees to adopt behaviors that support high performance.

An organizational culture that promotes collaboration, innovation and responsibility can improve employee productivity. Employees who are connected to the culture will tend to work more efficiently and effectively. Employees who embrace organizational values and norms in line with their needs and expectations tend to be more satisfied with work. A culture that supports work-life balance, recognition of contributions, and career development can also increase job satisfaction. An organizational culture that pays attention to employee engagement can create an environment where employees are motivated to give their best. High engagement can result in employees who are more proactive, take initiative, and collaborate.

The results of this study are not in line with research conducted by Marlius & Sari (2023) which shows that there is no significant influence between organizational culture and employee performance. For the organizational culture variable, the T count of -1.018 is smaller than the T table of 1.671, so H_0 is accepted and H_a is rejected, with a significant value of 0.313 greater than the alpha value of 0.05.

Morale to employee performance

The results of data analysis indicate a significant relationship between morale and employee performance. This finding is consistent with theory and previous research which shows that high morale can have a positive impact on employee productivity or performance. Morale is often related to intrinsic and extrinsic motivation. Intrinsic motivation is an internal drive that comes from the satisfaction gained from the work itself, such as a sense of accomplishment or personal satisfaction. Meanwhile, extrinsic motivation is the drive that comes from external rewards, such as salary or recognition.

Employees who have high morale tend to be driven by intrinsic factors such as a sense of achievement and personal satisfaction. Employees feel emotionally involved with the work and have a strong internal motivation to do well. Although extrinsic motivation is not always the direct cause of morale, external rewards such as recognition or financial incentives can strengthen employee morale and performance if given appropriately. Employees who have high morale tend to be more engaged at

work. Employees feel connected to the organization's goals, feel trusted, and have a sense of ownership of the work.

Morale is the level of motivation, enthusiasm and commitment that employees have towards work. Employee performance on the other hand includes the level of contribution, productivity and achievement of individual goals in the work environment. The relationship between morale and employee performance has been an important subject in human resource and organizational management research due to its significant impact on employee productivity and well-being. Morale rests on intrinsic motivation (e.g., sense of accomplishment, personal satisfaction) and extrinsic motivation (e.g., financial rewards, recognition). High morale encourages employees to work harder and with more focus, which in turn improves employee performance.

High morale often correlates with higher levels of engagement and commitment to the job and organization. Employees who feel emotionally connected to the organization's goals and feel valued tend to be more motivated to perform well. High morale can also bring psychological benefits to employees, such as higher levels of job satisfaction, lower stress levels, and better mental well-being. This can create a more positive and supportive work environment for optimal performance.

Employees who have high morale tend to be more productive in performing tasks. Employees are generally more focused, energized, and take initiative to achieve better results. High morale often correlates with higher levels of work quality. Employees who feel engaged and energized tend to make more meaningful and creative contributions to their work. Employees who have high morale tend to have lower absenteeism rates and higher retention rates. The results of this study are in line with research conducted by Pertiwi & Yanti (2024) which shows that work enthusiasm has a significant effect on the performance of employees of the West Sumatra Province Cooperative and UMKM Office.

Job satisfaction on employee performance

The results showed a significant relationship between job satisfaction and employee performance. Data analysis shows that employees who are satisfied with their jobs tend to achieve higher levels of performance. Various aspects of the job, such as role clarity, supervisor support, pleasant work environment, and career development opportunities, can affect the level of employee job satisfaction. Needs theory suggests that job satisfaction can be influenced by the fulfillment of employees' psychological needs, such as a sense of competence, good social relationships, and autonomy at work. Previous work experience, personality, values and individual expectations can also influence the level of job satisfaction.

Employees who are satisfied with their jobs tend to be more productive as they are more motivated to work efficiently and contribute to their full potential. High levels of job satisfaction often correlate with higher levels of work quality as employees tend to be more energized and committed to performing tasks well. Employees who are satisfied with their jobs tend to be more engaged in their work and feel more connected to the goals and values of the organization.

Job satisfaction as a concept describes the extent to which employees feel satisfied, happy, and fulfilled with their jobs at work. Employee performance, on the other hand, refers to the extent to which employees achieve their goals, contribute to organizational outcomes, and meet job expectations. Job satisfaction can increase employees' motivation to do their jobs better. Satisfied employees tend to be more motivated to achieve work goals and actively engage in work. Job satisfaction can affect employees' level of commitment and loyalty to the organization. Satisfied employees tend to be more loyal and committed to stay with the organization, which in turn can improve performance.

Job satisfaction also impacts employees' psychological well-being, including lower stress levels, higher levels of life satisfaction, and a more positive work atmosphere. These can all contribute to better performance. Employees who are satisfied with their jobs tend to be more productive as they tend to be more energized, focused, and committed to doing their jobs well. High levels of job satisfaction often correlate with higher levels of work quality as employees tend to be more engaged and eager to give their best at work. Employees who are satisfied with their jobs are more likely to maintain consistently high levels of performance. Employees tend to be more motivated to achieve their work goals even in difficult situations. The results of this study support previous research conducted by Firman & Dandu (2023) which shows that job satisfaction has a significant effect on employee performance.

CONCLUSION

Based on the results of research and data analysis, generalized conclusions can be drawn that: 1. Organizational culture has a significant effect on employee performance. This means that organizational culture has an important impact on employee performance so that it contributes to achieving goals in the organization. 2. Morale has a significant effect on employee performance. This means that morale plays an important role in improving employee performance because high morale correlates with greater levels of engagement, stronger commitment to work, and better work outcomes. 3. Job satisfaction has a significant effect on employee performance. This means that when employees feel satisfied with work, they will tend to be more motivated to be actively involved in work and have higher job satisfaction with the organization.

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