

Analysis of the Relationship between Customer Satisfaction and Employee Job Satisfaction (Study at the Research Institute For Ornamental Fish Cultivation)

Endah Susiyanti^{1*}, Mahendro Sumardjo², Faisal Marzuki³

¹*Department of Management, Faculty of Economics and Business, UPN Veteran Jakarta*

²*Department of Management, Faculty of Economics and Business, UPN Veteran Jakarta*

³*Departement of Management, Faculty of Economics and Business, UPN Veteran Jakarta*

**Correspondence Author: endahsusiyanti@upnvj.ac.id*

Abstract

The Purpose of this study was to analyze the relationship between customer satisfaction and employee job satisfaction with the variables of competence, innovation and work culture on employees at the Research Institute for Ornamental Fish Culture. The sample of respondents in this study were 84 employees and the sample selection used was through a questionnaire with a sample of all employees. Using quantitative methods with data analysis techniques using Partial Least Square (PLS). The results in this study indicate that employee competence has no effect on customer satisfaction, work culture has significant effect customer satisfaction, employee competence has an effect on job satisfaction, employee innovation affects job satisfaction, employee work culture has an effect job satisfaction, customer satisfaction effects job satisfaction, and competence, innovation and work culture simultaneously through Job satisfaction has no effect on customer satisfaction at the Ornamental Fish Cultivation Research Institute.

Keywords : *job satisfaction, competence, innovation, work culture, customer satisfaction*

1. Introduction

The government has launched the core values of ASN (Apratur Sipil Negara or State Civil Apparatus) in the context of accelerating the transformation of ASN to support bureaucratic reform, which is expected to the new form a professional ASN character. The role of ASN core values as a guide for ASN in behaving, thinking and speaking, its application in the word "AKHLAK" (Service Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, and Collaborative) which means ASN in carrying out its work is oriented to providing excellent service for the community, responsible if given the trust, willing to learn and able to develop competence, mutual attention and respect for differences, prioritizing the interests of the state and nation above personal interests, dedicated, have innovation, eager to face change and build integrated cooperation.

ASN as an asset of National HR (Human Resources) owned in excellent service has competent criteria. skilled, intelligent, have the will and ability to learn, able to create human resources who can work together with others (Ozkeser, 2019). HR development must be able to produce quality human resources to increase work productivity, employees need to be given training and continue to be developed because humans, technology and organizations will change. Training and development is carried out in the context of increasing human resources so that it will increase employee satisfaction (Chi & Gursroy, 2009).

Table 1. Score of Community Satisfaction Survey 2018 – 2020

No	Years	Average	Score	Applicable Standard Score
1	2018	3,55	B	A
2	2019	3,98	B	A
3	2020	3,99	B	A

Source : Ornamental Fish Cultivation Institute

Employees of the BBRIH (Balai Riset Budidaya Ikan Hias or Ornamental Fish Cultivation Research Institute), Ministry of Maritime Affairs and Fisheries of the Republic of Indonesia as part of the ASN have an obligation to embody public satisfaction with their services. From the year of 2018 to 2020, the overall Community Satisfaction Survey score are 3.55 - 3.99 in the Good category. In this case Ornamental Fish Cultivation Research Institute, during that period has provided satisfactory service to customers, but they are also still needs to review every service activity to the community, this is important for improving the performance of the institute in the future. Table 1 also demonstrate the increasing number of the score, but not significantly because based on Government Regulation No. 17 of 2017 Regarding Performance Assessment Guidelines in category B (3.51 – 4.00) this is because BRBIH has made several service improvements including service quality by speed up service time, strive to make laboratories accredited, add infrastructure, one of which is by registering online at the laboratory and conducting satisfaction surveys from customers/stakeholders. Based on the table 1, for three years the Customer Satisfaction Survey has a score of B, the standard applicable in accordance with PP No. 17 of 2017 has a score of A.

Related to employee job satisfaction, researchers in obtaining the phenomenon that occurred conducted a pre-study in the field by distributing job satisfaction questionnaires to twenty employees at the Ornamental Fish Cultivation Research Institute. The results of the pre-study can be seen in the following table below :

Table 2. Results of Pre-Research Survey of Ornamental Fish Cultivation Research Institute on Work Satisfaction

No	Question	LS	S	VS	Total Respondent	Total Score	Applicable Standard Score
1	The comfortable working conditions at my place are adequate	6	10	4	20	62	100%
		30%	50%	20%	100%	62%	
2	My job requires innovative ideas in completing work	10	10		20	70	100%
		50%	50%	0%	100%	70%	
3	The association of co-workers greatly supports work productivity	6	10	4	20	62	100%
		30%	50%	20%	100%	62%	
Total Score						194	300%
Percentage						64,67%	

Source : Processed Data

Information : LS (Less Satisfied) = 2, P (Satisfied) = 3, VS (Very Satisfied) = 4

Based on survey data from 20 employees from several questions, it is known that the level of job satisfaction of employees at the Ornamental Fish Cultivation Research Institute with a percentage of 64.67 can be concluded on average range. This score should reach 100%, and this shows that job satisfaction is still far from the organization's expectations. The reason is because there are still respondents who feel that the working conditions and the support of their colleagues are still lacking. According to (Huseno, 2016) high job satisfaction will create a positive bond between employees and their work so that employees are expected to work with optimal results, from almost all organizations that experience rapid progress marked by high job satisfaction from their employees. In addition, according to (Fattah, nd) employee job satisfaction is a feeling of pleasure and displeasure of employees towards their work, job satisfaction is also an employee's emotional response to work situations that can be seen from the achievement of results that have met expectations, there are five dimensions of employee job satisfaction characteristics that affect employees in their work, namely: (1) their work, indicators: interesting work, learning opportunities, giving responsibility; (2) Rewards, can be seen from the indicators: basic salary, allowances, other income; (3) Promotion, the indicators are employee skills and career paths increase; (4) Supervision as for the indicators: the relationship between superiors and subordinates, the extent of the direction or guidance of superiors; (5) coworkers, indicators that influence social relations among employees, employee collaboration, co-workers motivation.

Employees who are satisfied with their work will show better performance (Siengthai & Pila- Ngarm, 2016). Good performance will have implications for quality service to customers. The benchmark for company success is the extent to which customers perceive that the quality of service provided is of good value (Eisingerich & Bell, 2008). This is a concern of the organization when employee job satisfaction is a determining factor for customer satisfaction. Employees with a good and comfortable work environment will produce satisfied and loyal customers to the organization because customers get a good service experience according to customer expectations (Chi & Gursoy, 2009). However, there are studies that do not agree with the assumption that there is a positive relationship between employee satisfaction and customer satisfaction, because it is possible for employees to have good performance when employees feel part of the obligations that are usually carried out in carrying out while doing their job. (Gursoy & Swanger, 2007).

The low quality of service from ASN employees will depend on these professional employees. According to (Komara, 2019) the unqualified ASN employees are not proportional to the number of ASN employees with their stakeholders, in addition to the low competence of these ASN employees. ASN employees have a very important role in determining the quality of service, the government tries to improve the quality of ASN by improving skills in technology and services by providing training, workshops or seminars, and following technical guidance. Competence is very useful to help create good and quality services. Individual competence in service can be described as skills, knowledge, motivation, traits and attitudes of employees so that organizations can carry out services that run well without obstacles in accordance with the goals set. HR competencies that are needed by the organization, the required competencies are certain competencies to support the implementation of work with good results, competencies will affect job satisfaction (Raffie et al., 2018). Other research shows that competence does not have a significant effect on job satisfaction, what matters is that the more employees work experience, the more work will be achieved, this increases employee performance related to customer satisfaction (Rosmaini & Tanjung, 2019).

The innovations carried out by the Ornamental Fish Cultivation Research Institute are in the form of discoveries and developments in the form of research results that will be disseminated to the public. The importance of innovation for research is as new science and technology that can be utilized by users/stakeholders, especially ornamental fish cultivators and ornamental fish entrepreneurs. The creativity of researchers is needed to innovate, so that the products/services produced are able to compete with entrepreneurs both domestically and abroad. Currently, there are not many innovations, this is due to the lack of research to produce new products/services. Based on the results of research on innovative behavior there is a positive influence on employee performance, if the innovative behavior of employees is good then employee job satisfaction will be good too juga (Sujarwo Anton & Wahjono, 2017). Other studies have revealed that the climate for innovation emerged as a major predictor of job satisfaction, while providing a small, significant increase in the variance described in perceived performance (García-Buades et al., 2015). However, supervisors, underrepresented groups such as women and ethnic minorities, and older employees perceive that innovation has a negative impact on job satisfaction (Park et al., 2016). Innovations carried out must have a positive impact on improving performance which will affect employee satisfaction by eliminating problems and conditions that are considered inefficient and effective based on providing improved service to customers by implementing a good work culture.

Work culture creates a work environment in the organization that makes employees work fully, productively and enthusiastically so that they can produce innovation. Work culture is the behavior, nature and attitude of employees in carrying out their work. The work culture in the organization is formed in order to change the attitudes and behavior of employees so that work productivity can increase in facing future challenges, both external and internal challenges. Achieving organizational goals requires a work culture which is a determining aspect of organizational success. In addition, work culture describes the way employees think, direct and act in their work. While work culture (Bukit et al., 2017) is as an individual self-image in his community that shows values and norms so that the emergence of cultural values that are embraced by members in the organization. While work behavior is productive, creative, dynamic and hard work so that the organization will be better.

The results of the study stated that the work culture variable had a positive effect on employee job satisfaction (Pawirosumarto et al., 2017). Other supporting research is research that proves work culture has an effect on job satisfaction for employees pegawai (Raffie et al., 2018). However, other research states that work culture has no significant effect on job satisfaction for employees (Sri Handoko Budi Nugroho, 2016).

2. Literature Review

2.1 Job Satisfaction

Understanding job satisfaction according to (Indrasari, 1375) provides individuals with stimulating and interesting work and gives them the autonomy and flexibility to do their jobs well by increasing job satisfaction and flexibility, which encourages high performance and productivity. (Kreitner et al., 2001) state that job satisfaction is the effectiveness or emotional response of employees to the point of view of their work. (Pawirosumarto et al., 2017) explains that job satisfaction is an employee's reaction about the pleasant or unpleasant things in the work they do.

According to (Robbins P Stephen, 2013), job satisfaction is an individual act towards his work. This theory argues that satisfaction is highest and turnover lowest when personality and work match. Job satisfaction indicators according to Rivgim and Sagala in (Bahri, 2018), factors that provide job satisfaction are leadership style, behavior, fulfillment of salaries and effective work.

Factors measuring an employee's job satisfaction are: (1) Job content, (2) Supervision, (3) Organization and management, (4) Colleagues (5) Salary and other financial benefits for example incentives (6) Advancement opportunities and (7) work conditions. While the Job Descriptive Index (JDI), the factors that cause job satisfaction are: a). Work in the right place. b). Synchronous payments. c). Organization and management. d). Appropriate supervision according to work and e). Employees in suitable jobs. Ensuring workers are satisfied with their jobs by comparing the employee's work with the ideal job.

2.2 Competence

According to (Robbins P Stephen, 2013), competence is the ability (ability) or potential of employees to carry out tasks in their work, the two influencing factors are intellectual and physical abilities. Intellectual abilities are (1) Numerical talent: the ability to do calculations accurately and quickly, (2) Language Comprehension: the ability to know what is read or heard and organize words, (3) Perceptual speed: the ability to recognize visual differences and similarities accurately and quickly (4) Inductive thinking: the ability to analyze logical sequences of problem solving problems, (5) Deductive thinking: the skill to use the mind and assess how opinions are applied, (6) Spatial visualization: the ability to describe objects if their position is changed, (7) Storage: the ability to remember and retain experience. While the physical abilities are (1) Dynamic strength: the ability to work repeatedly, (2) Trunk strength: the ability to use the trunk muscles, especially the abdomen, (3) Static strength: the strength of external objects, (4) Explosive strength: create maximum energy in explosive action, (5) Flexibility level: ability to use back and trunk muscles, (6) Dynamic flexibility: ability to perform repetitive and fast movements, (7) Body coordination: ability to perform simultaneous actions of the body, (8) Balance : skills to balance, (9) Endurance: The ability to maintain endurance.

According to (Armstrong, 2006) core competencies describe special or unique ways that an organization can do, by comparing with its competitors with good results, in key areas of ability such as technology, marketing, quality delivery, innovation and use of human and financial resources. If the organization knows its unique capabilities, it can stay focused on using and developing them. These distinctive abilities are the skills, knowledge, commitment and expertise of employees in the organization. This belief is the basis of philosophy in implementing HR strategy.

2.3 Innovation

According to (Robbins P Stephen, 2013), Innovation is a new idea that is used in implementing or updating products, processes or services. Successful organizations must encourage innovation and have the art of change, or the organization will be lost. Victory goes to organizations that define flexibility, continue to add quality and beat the market with a constant stream of innovative products and services. Employees in the organization can be the initiators of innovation or can be the main stumbling block. The manager's challenge is to encourage creativity and employee tolerance for change.

According to (Armstrong, 2006), the role of innovation can be carried out with a strategic approach to HRM will mean that HR specialists will innovate, they introduce new processes and procedures that they believe will increase organizational effectiveness. The need for innovation must be determined by an analysis and diagnosis process that identifies the business need and the problem to be faced. A 'benchmark' may be made to identify 'best practices' adopted by other organizations. But in order to achieve the 'best fit' innovation must meet the specific needs of the business, namely: it may differ from other 'best practice' organizations. It can be demonstrated that the innovation is appropriate, useful and practical in the circumstances and can be implemented

without too much difficulty in the form of resistance from those affected by it or unjustified use of the resources – finances and time of those involved.

2.4 Work Culture

According to (Robbins P Stephen, 2013), there are seven main characteristics of work culture: (1) Employees are driven to innovate and overcome risks (2) Employees are able to show accuracy, concern and analysis (3) Management pays attention to the results in the form of processes or techniques used. (4) Employees, management considers the results of employees in the organization (5) How the team performs organized work activities. (6) Aggressiveness, the extent to which employees are more competitive and aggressive. (7) Stability, the organization establishes a different status quo with growth. The functions of work culture are: First, it has a boundary-setting role, thus showing the differences between organizations. Second, the identity of the members of the organization. Third, a great commitment to personal needs. Fourth, the social system of increased stability. Definition of work culture according to (Tewal, 2017), organizational culture is a value system, each organization has a distinctive culture that distinguishes it from other companies, while the strength or weakness of organizational culture in the company depends on the core values developed by employees.

2.5 Customer Satisfaction

(Kotler, 2018), states that customer satisfaction is a person's happy or unhappy emotion after comparing and seeing products and services with the desired performance, consumer behavior is influenced by three factors: culture (social class, culture, and subculture), social (social status, group references, and family), and personal (age, personality, lifestyle, occupation, self-concept and economy). Consumer behavior is influenced by four main psychological factors, namely memory, learning, perception and motivation

(Indrasari, 1375), defines customer satisfaction depending on the perceived product results against the wishes of the buyer. If the product is not as desired, the customer is not satisfied. However, if performance exceeds expectations, the customer is very satisfied. In addition, the perceived value of customers based on customer evaluations of the differences in the benefits and costs of market offerings relative to competitors' offerings, is very important because customers do not judge from costs either accurately or objectively. The customer acts on the expected value.

3. Methodology

According to Hardani, et al (2020, p. 80) The population of each study is implicitly stated, namely according to the place of research which is the scope and number of populations as well. The population is held with the aim of determining the sample members taken from the population members and ensuring the generalization area. Research using all members of the population is called the total sample or census, which is used if the members of the population are small. The population used is the employees of the Ornamental Fish Cultivation Research Institute. In this study the number of employees as many as 84 employees. According to Hardani, et al (2020, p. 80) The population of each study is implicitly stated, namely according to the place of research which is the scope and number of populations as well. The population is held with the aim of determining the sample members taken from the population members and ensuring the generalization area. Research using all members of the population is called the total sample or census, which is used if the members of the population are small. The population used is the employees of the Ornamental Fish Cultivation Research Institute. In this study the number of employees as many as 84 employees.

3.1 Data Collection

Types of data can be divided into two, namely primary data and secondary data. Primary data is data taken from original sources without intermediaries. While secondary data is data obtained through intermediary media such as documentary data. The type of data used in this research is primary data. The source of the research is by distributing questionnaires to respondents. Primary data obtained by using a questionnaire is the main thing for data collection. The results of the questionnaire will be in the form of numbers, tables, statistical analysis, and explanations and conclusions of research results. Analysis of quantitative data is based on the results of the questionnaire. The main purpose of making a questionnaire is to obtain information relevant to the purpose of the survey and to obtain information with the highest possible reliability and validity. Sugiyono in (Rialmi, 2017) states the questionnaire technique is a data collection technique carried out by giving questions and written statements to respondents to answer them.

3.2 Conceptual Framework

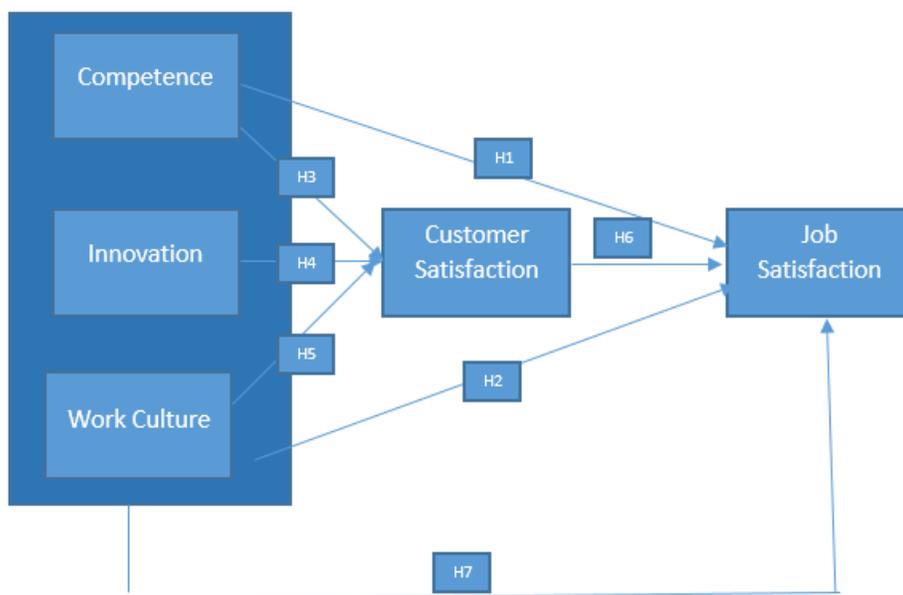


Figure 1: The conceptual model

3.3 Hypothesis

Based on the results with the development of hypotheses, this paper was made to develop a research model on competence, innovation and work culture with job satisfaction that will affect customer satisfaction. The hypothesis can be formulated as follows:

- a. H1. Employee competence has an influence on customer satisfaction
- b. H2. Work culture has an influence on customer satisfaction
- c. H3. Employee competence affects job satisfaction
- d. H4. Employee innovation has an influence on job satisfaction
- e. H5. Work culture has an influence on job satisfaction.
- f. H6. Customer satisfaction affects job satisfaction

- g. H7. Competence, Innovation and Work Culture simultaneously influence through customer satisfaction on job satisfaction.

4 Result and Discussion

4.1 Result

A. Descriptive Analysis

Descriptive statistical analysis is analyzing by describing the data collected without the aim of making generally accepted conclusions. It is used if the researcher only describes the data and does not describe the sample population taken. Selian that describes the average (mean). The results of data analysis are displayed in a table model. In the average summary, apart from being able to group answers from respondents, it can also see the tendency of respondents' assessment of the statements given. In order to facilitate the categorization of the average value, a class limit will be given. Descriptive analysis in the study by calculating the average value (mean) and standard deviation then categorized into high, medium and low categories, according to the categorization technique (Sekaran & Bougie, 2016)

$$RS = \frac{m - n}{b}$$

Remarks ;

RS : interval
 m : highest score of possible answer
 n : lowest score of possible answer
 b : number of classes available

Thus, its obtained:

$$RS = \frac{5 - 1}{3} = 1,33$$

Table 3. Class Categories

Categories	Interval
Low	1,00 - 2,33
Medium	2,34 - 3,67
High	3,67 - 5,00

Source : (Sekaran & Bougie, 2016)

B. Validity Test

Based on each construct that exists in each indicator for the variables of competence, innovation, work culture, job satisfaction and customer satisfaction, the loading factor values have been obtained to assess convergent validity. Convergent validity test to see the relationship between the indicator instrument and its variables, the relationship between the instruments on the indicator having a loading factor > 0.5 is said to be good. Below are the results of these calculations using SmartPLS 3.0, as follows

Table 4. Outer Loading Factor

	Work Culture	Innovation	Job Satisfaction	Customer Satisfaction	Employee Competence
BK1	0.888				
BK2	0.879				
BK3	0.883				
BK4	0.898				
BK5	0.893				
BK6	0.906				
BK7	0.570				
BK8	0.602				
IP1		0.865			
IP2		0.780			
IP3		0.867			
IP4		0.838			
IP5		0.863			
IP6		0.801			
IP7		0.841			
IP8		0.880			
IP9		0.809			
IP10		0.882			
KK1			0.564		
KK2			0.796		
KK3			0.917		
KK4			0.816		
KK5			0.863		
KK6			0.804		
KK7			0.864		
KK8			0.657		
KK9			0.689		
KK10			0.651		
KP1				0.753	
KP2				0.599	
KP3				0.844	
KP4				0.906	
KP5				0.881	
KP6				0.883	
KP7				0.828	
KP8				0.550	
KT1					0.834
KT2					0.852
KT3					0.838
KT4					0.844
KT5					0.897
KT6					0.838
KT7					0.864
KT8					0.846

Source: SmartPLS 3.0 Output Results, 2021

Based on the table 4, it proves that each instrument on the indicators of each variable used in this research questionnaire has a loading factor value of > 0.5 . The smallest loading factor value is found in item KP8 with a value of 0.550 and for the largest value is found in item KK3 statement instrument of 0.917. For this reason, it can be concluded that the statement instrument on the indicators used in this study is valid or has met the requirements of the convergent validity test, which means that the data provided by the respondents in this study is appropriate and can be measured.

Table 5. Average Variance Extracted (AVE)

Variabel	Average Variance Extracted (AVE)
Work Culture	0.682
Innovation	0.711
Job Satisfaction	0.600
Customer Satisfaction	0.625
Employee Competence	0.725

Source: SmartPLS 3.0 Output Results, 2021

Based on the table 5, for this research model all existing constructs have an AVE value > 0.5 . For the work culture variable it has an AVE of 0.628, for the employee innovation variable it has an AVE of 0.711, for the job satisfaction variable it has an AVE of 0.600, for the customer satisfaction variable it has an AVE of 0.625 and for the competence variable it has an AVE of 0.725. From the results of the validity test, the measurement with discriminant validity on the variables of competence, innovation, work culture, customer satisfaction, job satisfaction and customer satisfaction is adequate and meets the discriminant validity test. The results of the AVE above further strengthen the statement from the results of the previous loading factor. So, it can be concluded that each statement item on the variables of competence, innovation, work culture, customer satisfaction, job satisfaction and customer satisfaction is valid.

C. Reliability Test

Table 6. Cronbach's Alpha

Variabel	Cronbach's Alpha
Work Culture	0.930
Innovation	0.955
Job Satisfaction	0.925
Customer Satisfaction	0.912
Employee Competence	0.946

Source: SmartPLS 3.0 Output Results, 2021

The recommended number is that it should be > 0.7 and the table 6 shows that all variables have a Cronbach alpha value > 0.7 . So, it shows that all variables have good and proper reliability on each construct. For the Cronbach's alpha value, the lowest value is on the customer satisfaction variable of 0.912 and for the highest value on the employee innovation variable of 0.955. In conclusion, based on the results of validity and reliability testing, it is stated that all tools and variables in this study have been declared valid and reliable and meet the standard values that have been set.

D. Coefficient of Determination test (R-Square)

Table 7. R-Square

	<i>R Square</i>
Job Satisfaction	0.944
Customer Satisfaction	0.895

Source: SmartPLS 3.0 Output Results, 2021

Based on the results of the SmartPLS 3.0 output shown on table 7, it states that the total R-Square value of job satisfaction is 0.944 or 94.4%, which means that the variables of competence, innovation, work culture, are able to explain the purchasing decision variables of 94.4% and the remaining 5.6 % influenced by other independent variables that were not included in this study. These variables such as lifestyle, price, quality of service and others.

Furthermore, the R-Square of customer satisfaction is 0.895 or 89.5% which means that the variables of competence, innovation, work culture and job satisfaction, are able to explain the purchasing decision variables of 89.5% and the remaining 10.5% is influenced by other independent variables that are not included in this study. These variables such as lifestyle, price, quality of service and others.

E. T Test

Table 8. T test results

	<i>T Statistics</i> ($ O/STDEV $)	<i>P Values</i>
Work Culture -> Job Satisfaction	2.299	0.022
Work Culture -> Customer Satisfaction	11.153	0.000
Inovasi Pegawai -> Job Satisfaction	3.518	0.000
Customer Satisfaction-> Job Satisfaction	6.640	0.000
Employee Competence-> Job Satisfaction	2.119	0.035
Employee Competence -> Customer Satisfaction	0.216	0.829

Source: SmartPLS 3.0 Output Results, 2021

Based on the results from the table 8, the results of testing the work culture variable on job satisfaction show the t-count value compared to the t-table of $2.299 > 1.990$ with a significance value of $0.022 < 0.05$. The work culture variable on customer satisfaction shows the t-count value compared to the t-table of $11.153 > 1.990$ with a significance value of $0.000 < 0.05$. The employee innovation variable on job satisfaction shows the t-count value compared to the t-table of $3,518 > 1,990$ with a significance value of $0.000 < 0.05$. The customer satisfaction variable on job satisfaction shows the t-count value compared to the t-table of $6.640 > 1.990$ with a significance

value of 0.000 < 0.05. The variable of employee competence on job satisfaction shows the t-count value compared to the t-table of 2.119 > 1.990 with a significance value of 0.035 < 0.05. It can be concluded that work culture, employee innovation, employee competence influence job satisfaction and customer satisfaction. However, unlike the case with employee competence on customer satisfaction, the t-count value is compared to the t-table of 0.216 < 1.990 with a significance value of 0.829 > 0.05, this indicates that employee competence has no effect on customer satisfaction.

F. Test F Results

This test is used to determine whether the independent variables jointly have a significant effect on the dependent variable, or are used to determine whether the regression model can be used to predict the dependent variable or not. Significant means that the relationship that occurs can apply to the population (can be generalized). To perform the f-test, it is necessary to analyze the f-table values. The f-table value can be calculated using the formula =FINV(prob;k;n) using the formula in Microsoft Excel =Finv(0.05;4;79) with a result of 2.4873. Then the Ftable is 2,487.

The following is the calculation of the F test using the following formula:

$$F = \frac{R^2/k}{(1 - R^2)/(n - k - 1)}$$
$$F = \frac{0.994^2/4}{(1 - 0.994^2)/(84 - 4 - 1)}$$
$$F = 171,4$$

Based on the results of the calculations above, it shows that the results of testing the variables of work culture, employee innovation, commitment to job satisfaction through customer satisfaction show the f-count value compared to the f-table of 171.4 > 2.478 so it can be concluded that work culture, employee innovation, commitment has no effect on job satisfaction through customer satisfaction

4.2 Discussion

The Effect of Competence on Customer Satisfaction

The results explain that employee competence on customer satisfaction has a negative effect with the original sample value of -0.014 this is also supported by employee competence on customer satisfaction showing the t-count value compared to t-table 0.216 < 1.990 with a significance value of 0.829 > 0.05 p. This shows that employee competence has no effect on customer satisfaction. This insignificant effect can also be proven by several indicators or statements that give a less strong influence, namely that employees are happy with their current job because it is in accordance with their education / work experience and employees are happy with their current job because it is in accordance with their abilities and honesty at work is very important so that work can be carried out more easily. However, this is very important because not all employees apply it.

In accordance with the direction carried out by (Armstrong, 2006) core competencies describe what an organization is specifically able to do by comparing with its competitors with better results, the main capabilities can be seen in areas such as innovation, technology, sales, quality improvement, and human resources. Humans know finances are put to good use. If the

company realizes what its distinctive strengths are then it can concentrate on using and developing them without leaving the effort to be of no use. The most distinctive strengths of all are the skills, knowledge, experience, expertise, and commitment of employees. This belief provides the basis as a guide for human resource management strategies.

Research proves that the influence of employee competence at the Ornamental Fish Cultivation Research Institute on customer satisfaction has a negative direction and does not significantly affect customer satisfaction. This means that the first hypothesis is rejected. This research is in line with (Hermawati, 2018), in her research stating that competence has no effect on customer satisfaction.

The Influence of Work Culture on Customer Satisfaction

The results explain that work culture on customer satisfaction has a positive effect with the original value of the sample 0.742. This is also supported by the work culture on customer satisfaction which shows t-count compared to t-table $11.153 > 1.990$ with a significance value of $0.000 < 0.05$, this proves work culture has a significant influence on customer satisfaction. This significant influence can also be proven by several indicators or statements that have a strong influence, namely employees obey the rules set at work, employees enjoy working with colleagues if they respect each other, employees feel happy to accept consumers to provide solutions to problems they face in accordance with their work. In line with work culture according to work culture (Bukit et al., 2017) is as an individual image in the community that describes the values and norms that give birth to cultural values held by members in the community. Work behavior is seen in hard work, discipline, productive, creative, dynamic, responsibility, motivation, and the organization is getting better,

The results of this study prove that the influence of work culture on customer satisfaction has a positive direction and there is a significant influence on customer satisfaction. It means that the hypothesis is accepted and it can be stated that the stronger the work culture, the higher the customer satisfaction. The research is in line with the research of Sandra & Rahmat (2018); Bilgah (2021) who conducted a study showed that work culture has an effect on employee job satisfaction.

The Effect of Competence on Job Satisfaction

Employee competence on job satisfaction has a positive effect with the original sample value of 0.101. This is also supported by employee competence on job satisfaction which shows the t-count value compared to t-table $2.119 > 1.990$ with a significance value of $0.035 < 0.05$, this indicates that employee competence has an effect on job satisfaction. This significant influence can also be proven by several indicators or statements that give a strong influence, namely employees are motivated to work to get additional educational and training opportunities to improve their ability to work, understand tasks, main points, functions and job descriptions of the work carried out, friendly and caring attitude towards fellow employees and with the leadership must be maintained.

This is in line with (Tampubolon, 2014) revealing that competence includes skills, knowledge, experience, or attitudes that are very important in order to produce high performance. The direction of career development is in order to improve employee competencies to project to higher management positions, therefore the organization can create employee career development programs so as to help obtain appropriate competencies to occupy certain managerial positions for a long time. Managers from other departments help define the competencies required for jobs in their divisions, are involved in selecting candidates, and provide input when making selection decisions. Changes in knowledge, behavior, and skills make employee competence high. New employees will receive orientation, technical training, and other training.

The results of this study indicate that competence has a positive effect on job satisfaction and competence has a significant effect on job satisfaction. Thus, it means that H3 is accepted, and thus means that the higher the competence, the higher the job satisfaction. This study is also in line with the research of Rafiie D S et al. (2018) which proves that competence has an effect on employee job satisfaction.

The Effect of Innovation on Job Satisfaction

The results explain that employee innovation on job satisfaction has a positive effect with the original sample value of 0.248 this is also supported by employee innovation on job satisfaction showing the t-count value compared to t-table $3.518 > 1.990$ with a significance value of $0.000 < 0.05$ this proves that employee innovation affects job satisfaction. This significant influence can also be proven by several indicators or statements that have a strong influence, namely employees trying to realize new ideas into new methods/research and looking for methods/research through innovation so as to add ideas and creativity, employees are able to explain new prospects by utilizing things – things that have never been used by others and have new ideas to change or add new designs to existing products

According to (Robbins P Stephen, 2013), Innovation is as a new idea and applied to update products or processes and services, successful organizations can encourage innovation and master change, otherwise they will be lost/extinct. Victory belongs to organizations that maintain flexibility, continuously improve quality, and outperform competitors in the market by delivering innovative products and services. Stimulating employee creativity and tolerance for change is a manager's challenge.

The results of this study prove that the influence of innovation on job satisfaction has a positive direction and has a significant effect on job satisfaction. Thus, H4 is accepted, which means that investment has a significant effect on job satisfaction. This research is in line with the research of Sujarwo (2017) and García-Buades et al, (2015) which prove that innovation has a positive impact on job satisfaction.

The Influence of Work Culture on Job Satisfaction

The results explain that work culture on job satisfaction has a positive effect with the original sample value of 0.198 this is also supported by employee work culture on job satisfaction showing the t-count value compared to t-table of $2.299 > 1.990$ with a significance value of $0.022 < 0.05$ This shows that the employee's work culture has an effect on job satisfaction. This significant influence can also be proven by several indicators or statements that have a strong influence, namely completing the tasks given properly according to the position and responsibilities given or if assigned to help work in other fields. . Happy to work with colleagues if they respect each other feel happy because they can provide information about services to consumers.

(Bukit et al., 2017), states that there are three elements in structuring work culture, namely: 1) norms, 2) human resource apparatus, and 3) work institutions/methods. The three elements must be considered in managing work culture, firstly the norms used as guidelines are then applied and carried out in every method, program, and management so that they can produce performance such as quality products/services to improve services. The implementation of work culture is very important because it can change the behavior of HR in producing high work productivity in facing challenges.

The results of this study indicate the influence of work culture on job satisfaction has a positive direction and has a significant effect on customer satisfaction. Thus, it means that Ho is rejected and H5 is accepted, which means that work culture has a significant effect on job satisfaction. This study is in line with the research results of Rafiie D S et al. (2018), which proves

that organizational culture with several indicators similar to work culture indicators from this study has an effect on job satisfaction.

The Effect of Customer Satisfaction on Job Satisfaction

Based on the results of the analysis that has been carried out, it explains that customer satisfaction on job satisfaction has a positive effect with the original sample value of 0.697 this is also supported by customer satisfaction on job satisfaction showing the t-count value compared to t-table of $6.640 > 1.990$ with a significance value of $0.000 < 0.05$ this indicates that customer satisfaction has an effect on job satisfaction. This significant influence can also be proven by several indicators or statements that have a strong influence, namely having a shared commitment to provide services in accordance with the vision and mission, providing opportunities for customers to submit complaints and respond to customer complaints, and provide services in accordance with applicable regulations. . These results are in line with research conducted by Indrawati Ayu Desi, 2013 and Chi and Gursay, 2009 in their research which states that customer satisfaction has a significant effect on job satisfaction.

Customer satisfaction depends on the perceived performance of the product relative to the wishes of the buyer. If the performance of the product/service falls short of expectations, the customer is dissatisfied. If performance exceeds expectations, the customer is very satisfied. Another customer-perceived value is the customer's evaluation of the market's benefits and offerings against competitors, and it should also be noted that customers often do not judge based on value and cost but act on perceived value. Lamb et al., (2018), states that customer evaluations of products/services in goods or services have met their needs and expectations, which is called customer satisfaction. Failure to fulfill needs and expectations results in dissatisfaction with goods/services. Some companies make efforts to reduce costs by reducing product/service quality, these activities can damage customer relationships.

The Influence of Competence, Innovation and Work Culture Simultaneously Through Job Satisfaction on Customer Satisfaction.

The results explain that Competence, Innovation and Work Culture Simultaneously through Job Satisfaction on Customer Satisfaction has a positive but no effect by showing the f-count value compared to the f-table of $171.4 > 2.478$ so that it can be concluded that work culture, employee innovation, commitment do not affect job satisfaction through customer satisfaction. The results of the study prove that there is no influence of competence, innovation and work culture simultaneously through job satisfaction on customer satisfaction has a positive direction. Thus, it means that the 6th hypothesis is rejected. The results of this study are not in line with the research results of Rafiie D S, et al. (2018) which states that competence, innovation and work culture simultaneously through job satisfaction affect customer satisfaction.

5 Conclusion

Based on the data analysis and discussion that has been carried out, through this research it can be concluded that:

- a. Employee competence has no effect on customer satisfaction at the Ornamental Fish Cultivation Research Institute. This insignificant effect is evidenced by several indicators or statements that give a less strong influence, namely that employees are happy with their current job because it is in accordance with education / work experience as well as ability and honesty at work, it is very important so that work can be carried out more easily. because not all employees apply it.

- b. Work culture has a significant effect on customer satisfaction at the Ornamental Fish Cultivation Research Institute. Strong indicators and statements in this study are evidenced by a disciplined work culture, obeying regulations, and completing the tasks given properly according to the positions and responsibilities given or if assigned to help with work, also supported by cooperation and mutual respect at the Research Institute. Ornamental Fish Cultivation has a good impact on customer relationships so as to provide customer satisfaction.
- c. Employee competence has an effect on job satisfaction at the Ornamental Fish Cultivation Research Institute. It can be proven from several indicators or statements that have a strong influence, namely employees are motivated to work to get additional educational and training opportunities in improving work abilities such as understanding the main tasks, functions and job descriptions of the work performed, friendly and caring attitude towards fellow employees as well as with the leadership also have to be maintain.
- d. Employee innovation affects job satisfaction at the Ornamental Fish Cultivation Research Institute. This can be proven by strong indicators or statements, namely employees are trying to realize new ideas into new methods/research and looking for methods/research through innovation so as to add ideas and creativity, besides that employees are able to identify new opportunities and have new ideas.
- e. Employee work culture affects job satisfaction at the Ornamental Fish Cultivation Research Institute. The indicators and strong statements about this research are completing the tasks given properly according to the positions and responsibilities given or if assigned to help work in other fields, the practice of openness and cooperation as a work culture has a positive impact on job satisfaction on the side of creating a conducive working environment and comfortable work at the Ornamental Fish Cultivation Research Institute.
- f. Employee customer satisfaction has an effect on job satisfaction at the Ornamental Fish Cultivation Research Institute. Several indicators or statements that have a strong influence are having a shared commitment to provide services in accordance with the vision and mission, customers can submit complaints and customer complaints are responded to, and provide services in accordance with applicable regulations.
- g. Competence, innovation and work culture simultaneously through job satisfaction have no effect on customer satisfaction at the Ornamental Fish Cultivation Research Institute.

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