

**Table 1**  
**Characteristics of Culture of Working Variable**

No.	Characteristics of Working Culture of Government Staff
1	Commitment and consistency
2	Integrity and professionalism
3	Creativity and Sensitivity
4	Spirit and Motivation
5	Dedication and Loyalty
6	Leadership and Being a Model
7	Discipline and Word Tidyness
8	Knowledge and technology

Source: Processed data.

**Table 2**  
**Characteristics of Job Satisfaction Variable**

No.	Characteristics
1	The basic nature of job
2	Selection
3	Present wage
4	Promotion opportunity
5	Working relationship

Source: Processed data.

by an employee in carrying out the duties and responsibilities given to him. Performance appraisals should be done as objectively as possible because it will motivate employees to do their activities. In addition, performance appraisals can also provide information on salaries, promotions and look at the behavior of employees. Assessment of performance is not a control or supervision neither of activities nor to look for a fault-imposed sanctions or penalties (Amsrong, 1998, p. 194).

Performance appraisal activities focused on disclosing business drawback in working to repair and excess work to be developed, so that every employee knows the level of efficiency and effectiveness of its contribution in carrying out work in order to achieve organizational goals. Based on the description, then the problems of workplace culture and job satisfaction is related to performance, that is why it requires a model of cultural related to the work with variables that influence it. In this case, the researcher is curious to do a research concerning both direct and indirect effects of culture on work performance in administrative staff in the

Office of Tourism and Culture Jember.

This study tries to find out the direct influence of culture on the performance of civil servants in the Office of Tourism and Culture Jember and the direct influence of job satisfaction on the performance of civil servants in the Office of Tourism and Culture Jember. Beside, it also attempts to find the indirect influence of culture on performance by civil servants in the Office of Tourism and Culture Jember.

#### **THEORETICAL FRAMEWORK**

Conceptual framework is drawn from previous research conducted by Soedjono (2005), Koesmono (2005), and theory of Robbins (2001) related to organizational culture. Culture is said to affect the job satisfaction of employees in the work and achieve high performance.

The organization must have the values that have been believed, cherished, and become the motor of most members of the organization as legitimate rules to achieve the desired goal, making these values into the organizational culture. Governmental organizations working culture refers to the Reform Decree