

The Influence of Organizational Culture and Work Motivation on Employee Performance with Job Satisfaction as a Mediation Variable at PT. Bengkulu Kokoh Perkasa

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ABSTRACT

This research aims to analyze the influence of organizational culture and work motivation on employee performance with job satisfaction as an intervening variable. This research was conducted at PT Bengkulu Kokoh Perkasa, with a population of 64 employees, namely all employees and 64 respondents. This data was collected using a 1-6 Likert Scale questionnaire. Data analysis used the SEM-PLS quantitative method with the help of PLS 4.0 software. Based on the test results and data analysis of this research, it was found that 1) organizational culture has a positive and significant effect on employee performance, 2) work motivation has a negative and insignificant effect on employee performance, 3) organizational culture has a positive and significant effect on job satisfaction, 4) work motivation has a positive and significant effect on job satisfaction, 5) job satisfaction has a positive and significant effect on employee performance, 6) job satisfaction can mediate the relationship between organizational culture and employee performance, 7) job satisfaction can mediate work motivation on employee performance.

INTRODUCTION

Wijaya (2018) *et al.*, (2021). Previous research has shown that job satisfaction, organizational culture, and motivation play an important role in improving employee performance. A positive organizational culture can motivate employees to achieve their best performance, while motivation also positively affects performance. Job satisfaction is related to employee performance, the research was conducted by Hamid and Hazriyanto (2019) IdrisWijaya (2018) *et. al.*, (2020) which states the direction of a positive relationship between job satisfaction and employee performance.

Organizational culture affects employee performance, this is evidenced in previous research conducted by Muis (2018), Meutia and Husada (2019), Irfan *et al* (2019) and Jannah *et al* (2020) which resulted in a positive impact between organizational culture on employee performance. A positive organizational culture has the potential to motivate employees to achieve their best performance and produce optimal output.

Motivation affects performance based on research conducted by Sembiring *et al* (2021), Faizal *et al* (2019), Sudiardhita *et al* (2018), Rita *et al* (2018) which states that motivation has a positive and significant influence on performance variables.

Organizational culture affects the level of employee job satisfaction can be explained as the level of satisfaction or happiness felt by employees towards their work at the company. This information is based on research conducted by Tran and Quan (2020) stating that organizational culture has a positive impact on job satisfaction. Organizational culture plays an important role in any company, as it decides whether employees are satisfied or not at work. The same results were also obtained by Sasuwe (2018) who concluded that organizational culture has a significant effect on employee performance satisfaction. Organizations can instill strong cultural values because it is the core at which the organization can successfully achieve its set goals. Meanwhile, the results of Murtiningsih's research (2019) concluded that organizational culture has a negative effect on job satisfaction.

Motivation affects satisfaction, there are several studies conducted that produce a positive and significant impact on job satisfaction, here are some studies conducted by previous research conducted by Hidayanti (2018), Latif (2018). Meanwhile, research conducted that states job satisfaction does not have a significant effect on work motivation. This means that there is no clear correlation between job satisfaction and work motivation, which is done by Dwiarto (2022) Motivation drive does not have a major effect on job satisfaction.

However, there are variations in research results regarding the relationship between job satisfaction and motivation. Although some studies have found a positive relationship between these two factors, others have shown that there is no clear correlation between the two.

This study aims to provide a deeper understanding of the interaction between organizational culture, work motivation, and job satisfaction in the context of PT Bengkulu Kokoh Perkasa. Through the integration of these factors in one conceptual framework, this study will test its statistics using PLS analysis.

This research is important because of the inconsistencies in the results of previous studies and is expected to close the weaknesses that exist in previous studies. Therefore, researchers chose to run a study entitled "The Influence of Organizational Culture and Work Motivation on Employee Performance with Job Satisfaction (Case Study at PT Bengkulu Kokoh Perkasa, Bengkulu City).

RESEARCH METHOD

This research uses Quantitative Methods in its research. The object studied is all employees of PT Bengkulu Kokoh Perkasa. This study used primary data using google form and questionnaire via whatsapp, In the context of this study, the population is all employees of PT. Bengkulu Kokoh Perkasa which numbered 64 people, located in Bengkulu Province. In this study, the sample used amounted to 64 respondents from employees of PT. Bengkulu Kokoh Perkasa. The sampling technique used is the census technique. This study uses Partial Least Squares (PLS) analysis or its acronymy "Projection to Latent Structures" is a type of variance-based SEM created to overcome the problems posed by covariance-based SEM. To test weak theories and weak data such as small sample numbers or data normality problems.

RESULTS AND DISCUSSION

The following are the results of the Reliability Test of this study, namely:

Table 1. Reliability Test

Variable	Cronbach's alpha	Composite reliability
Organizational Culture	0.994	0.994
Job Satisfaction	0.985	0.986
Employee Performance	0.974	0.976
Work Motivation	0.983	0.985

Source: Output SmartPLS (v.4.0.6)

Based on table 1, the *composite reliability* value of all research variables > 0.7 and Cronbach Alpha > 0.7 . These results show that each variable has met *composite reliability and Cronbach alpha* so that it can be concluded that all variables have a high level of reliability. So that further analysis can be carried out by checking the *goodness of fit model* by evaluating the *inner model*.

Table 2. R Square Test Results

Variable	R-Square	R-Square Adjusted
Job Satisfaction	0.383	0.362
Employee Performance	0.535	0.512

Source: Output SmartPLS (v.4.0.6)

Based on table 2, showing the adjusted *R-Square* value of the Job Satisfaction variable of 0.362, this value means that the Job Satisfaction variable can be explained by an independent variable of 36.2% and the remaining 63.8% can be explained by other variables that are not contained in this study.

While the adjusted *R-Square value* of the Employee Performance variable is 0.512, this value means that the Employee Performance variable can be explained by an independent variable of 51.2% and the remaining 48.8% can be explained by other variables that are not contained in this study.

Table 3. Q-Square

Variable	Q ² (=1-SSE/SSO)	Information
Job Satisfaction	0.285	Has predictive relevance value
Job Satisfaction	0.378	Has predictive relevance value

Source: Output SmartPLS (v.4.0.6)

Based on the data presented in the table above, the value of Q square in the dependent variable > 0. By looking at these values, it can be concluded that this study has a good observation value because the value of Q square > 0 (zero).

Table 4. Summary of Hypothesis Test Results

Variable	Original Sample (O)	T Statistics (O/STDEV)	P Values	information
Organizational Culture -> Employee Performance	0.321	2.280	0.023	Accepted
Work Motivation -> Employee Performance	-0.052	0.736	0.462	Rejected
Organizational Culture -> Job Satisfaction	0.462	3.857	0.000	Accepted
Work Motivation -> Job Satisfaction	0.343	2.681	0.007	Accepted
Job Satisfaction -> Employee Performance	0.530	3.841	0.000	Accepted
Organizational Culture -> Job Satisfaction -> Employee Performance	0.245	2.373	0.018	Accepted
Work Motivation -> Job Satisfaction -> Employee Performance	0.182	2.541	0.011	Accepted

Source: Output SmartPLS (v.4.0.6)

In PLS, statistical testing of each hypothesized relationship is performed using simulations. In this case it is carried out by the method of *bootstrapping* against the sample. The following are the results of PL *bootstrapping* analysis as follows:

The influence of organizational culture on employee performance.

The findings show that organizational culture has a significant impact on employee performance. A positive coefficient value (0.321) and a p-value smaller than alpha (0.05) confirm that organizational culture has a positive and significant effect on employee performance.

Previous research by Muis (2018), Meutia and Husadha (2019), and Irfan *et al.* (2019) has confirmed that organizational culture has a significant influence on employee performance. Their findings are in line with the results of current research, which confirms that organizational culture has a positive and significant effect on employee performance.

The effect of work motivation on employee performance.

The results showed that work motivation did not have a significant influence on employee performance. Although a negative coefficient value (-0.052) indicates an insignificant relationship, a p-value greater than alpha (0.05) confirms that work motivation has no significant effect on employee performance.

Some previous studies such as those conducted by Sudiardhita *et al.* (2018), Rita *et al.* (2018), and Turnip (2020) show that work motivation has a significant influence on employee performance. However, the findings in this study are not in line with these results, confirming that work motivation has no significant effect on employee performance.

The influence of organizational culture on job satisfaction.

The findings show that organizational culture has a positive and significant influence on employee job satisfaction. With a positive coefficient value (0.462) and a p-value smaller than alpha (0.05), it can be concluded that organizational culture has a positive and significant effect on employee job satisfaction levels.

Previous research by Dihan (2018), Tran Quan (2020), and Petkovska (2019) has shown that organizational culture has a positive and significant influence on employee job satisfaction. These findings are consistent with the results of current research that confirms that organizational culture has a positive and significant effect on employee job satisfaction levels.

The effect of work motivation on job satisfaction.

The results showed that work motivation has a significant influence on employee job satisfaction. With a positive coefficient value (0.343) and a p-value smaller than alpha (0.05), it can be concluded that work motivation has a positive and significant effect on the level of employee job satisfaction.

Previous research by Syafrudin *et al.* (2021) and Primary *et al.* (2023) also shows that work motivation has a significant influence on employee job satisfaction. The findings in this study are in line with these results, confirming that work motivation has a positive and significant effect on employee job satisfaction levels.

The effect of work motivation on job satisfaction.

The results showed that work motivation has a significant influence on employee job satisfaction. With a positive coefficient value (0.343) and a p-value smaller than alpha (0.05), it can be concluded that work motivation has a positive and significant effect on the level of employee job satisfaction.

Previous research by Syaffrudin *et al.* (2021) and Primary *et al.* (2023) also shows that work motivation has a significant influence on employee job satisfaction. The findings in this study are in line with these results, confirming that work motivation has a positive and significant effect on employee job satisfaction levels.

The influence of organizational culture on employee performance mediated by job satisfaction.

The results showed that organizational culture has a significant influence on employee performance through the mediation of job satisfaction. With a positive coefficient value (0.245) and a p-value smaller than alpha (0.05), it can be concluded that job satisfaction mediates the relationship between organizational culture and employee performance.

Previous research by Deccasari (2019) and Rozanna (2019) has shown that job satisfaction plays an important role in linking organizational culture to employee performance. These findings are consistent with the results of current research, which confirms that job satisfaction can mediate the influence of organizational culture on employee performance.

The effect of work motivation on employee performance mediated by job satisfaction.

The findings show that work motivation has a significant influence on employee performance through mediating job satisfaction. With a positive coefficient value (0.182) and a p-value smaller than alpha (0.05), it can be concluded that job satisfaction mediates the relationship between work motivation and employee performance.

Previous research by Ahmeti (2023), and Pang and Chin-Shan Lu (2018) showed that work motivation has a positive impact on employee performance through job satisfaction. The findings in this study are in line with these results, confirming that job satisfaction can mediate the effect of work motivation on employee performance.

CONCLUSION

Research shows that organizational culture has a positive and significant impact on employee performance, as well as a positive and significant effect on their job satisfaction. In contrast, work

motivation does not have a direct influence on employee performance but has a positive and significant effect on their job satisfaction. In addition, job satisfaction also has a positive and significant influence on employee performance. Further research shows that job satisfaction can mediate the relationship between organizational culture and employee performance, as well as between work motivation and employee performance, affirming the importance of paying attention to aspects of organizational culture and work motivation in creating a work environment that promotes employee performance and satisfaction.

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