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THE EFFECT OF ORGANIZATIONAL CULTURE, MOTIVATION, AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE

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Abstract: This study aims to identify and explain the effect organizational culture, motivation, and job satisfaction on employee performance in PT Taiyo Sinar Raya Teknik. This study is quantitative. The population of the study was all employees of PT Taiyo Sinar Raya Teknik. It applied a probability random sampling technique involving 120 respondents. The collected data were analyzed with multiple linear regression analysis. The results showed that organizational culture had a positive and significant effect on employee performance; motivation had a positive and significant effect on employee performance; and job satisfaction had a positive and significant effect on employee performance. It indicates that organizational culture, motivation, and job satisfaction simultaneously, positively, and significantly affect employee performance.

Keywords: Organizational Culture, Motivation, Job Satisfaction, Employee Performance.

INTRODUCTION

In the fast and dynamic world economic development, a high level of competition leads each company to achieve a high level of productivity to maintain its sustainability. Organizational culture is a supporting factor in the establishment of performance. The success of an organization is affected by employee performance. Organizational efforts to improve employee performance are directed to achieve the goals of the company. Employee performance contributes to the organization, including output quantity, output quality, output period, employee attendance and cooperative attitudes (Mathis and Jackson, 2006).

PT. Taiyo Sinar Raya Teknik is a Japan contracting company which is located in Indonesia. This company has actively participated in varied projects of mechanical & electrical installation works and factory services for various industries in Indonesia. Its organizational culture is derived from the founder's philosophy and then it influences the recruitment criteria such as through identifying and employing individuals with knowledge, skills, and abilities. The

top management has a big impact through words and behavior. The senior executives set norms and they are followed by all the members of the company.

Table 1. The Result of Employee Evaluation of 2017-2019

<i>OCCUPATION</i>	2017	2018	2019
Chief Site Manager	76.73	80.30	81.50
Site Manager	89.27	84.36	82.93
Supervisor	85.76	84.38	84.32
Drafter	84.17	89.88	84.57
Engineering	83.87	87.03	83.34
Operator	82.47	79.71	83.77
Administration	79.38	72.73	70.06
Mean (%)	83.09	82.62	69.59
		(0.47%)	(17.03%)

Based on Table 1, employee performance decreased in the last two years. It indicates that the employee performance in PT. Taiyo Sinar Raya Teknik has not been optimum. Therefore, this study is to identify the main factors affecting employee performance in PT. Taiyo Sinar Raya Teknik. In this case, the researchers conducted a pre-research study to 20 employees selected through a random sampling technique. The collected data can be seen in the following figure:

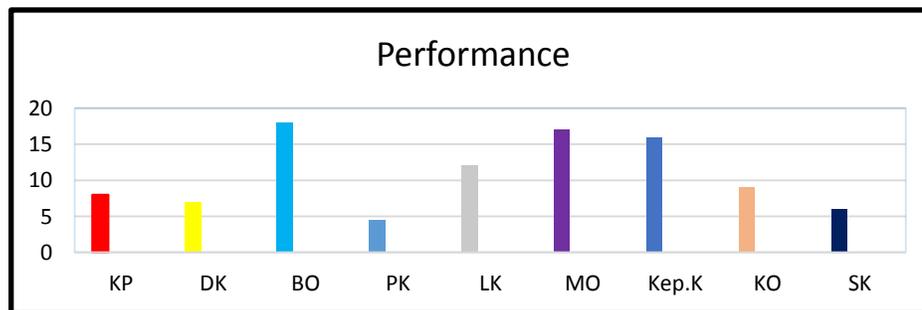


Figure 1. The result of pre-research related to factors affecting employee performance

Notes:

KP: Leadership

LK: Working Environment

DK: Work Discipline

BO: Organizational Culture

PK: Job Training

MO: Motivation

Kep.K: Job Satisfaction

KO: Organization Commitment

SK: Work Stress

Based on the data above, out of nine factors, the respondent select three main factors that affect employee performance, namely organizational culture, motivation, and job satisfaction.

LITREATURE REVIEW

A. Employee Performance

Mathis and Jackson (2006) state that performance appraisal (PA) is a process of evaluating the employees' works compared to a set of standards and then communicating it to them. According to Moeheriono (2010), performance is a picture of the level of achievement of a program or activities or policies in realizing the goals, objectives, visions, and missions of the organization as outlined in its strategic planning.

B. Organizational Culture

Peter F. Drucker in Tika (2006) defines organizational culture as a principal of solving external and internal problems in which it is consistently implemented by a certain group and then it is passed on to new members in various ways as an appropriate way to understand, think, and feel the related problems.

C. Motivation

Robbins (2006) states that motivation is a desire to do something and determine the ability to act to satisfy individual needs. Each employee has needs to be fulfilled or satisfied. The unfulfilled needs cause tensions that encourage people to fulfill or satisfy the needs as well as to reduce the tension.

D. Job Satisfaction

Individuals' general attitude towards their work in which they are required to interact with colleagues and superiors, to follow the rules and policies of the organization, and to meet the performance standards.

E. Framework

Referring to the experts and relevant theories, the framework of this study can be seen in Figure 2 below.

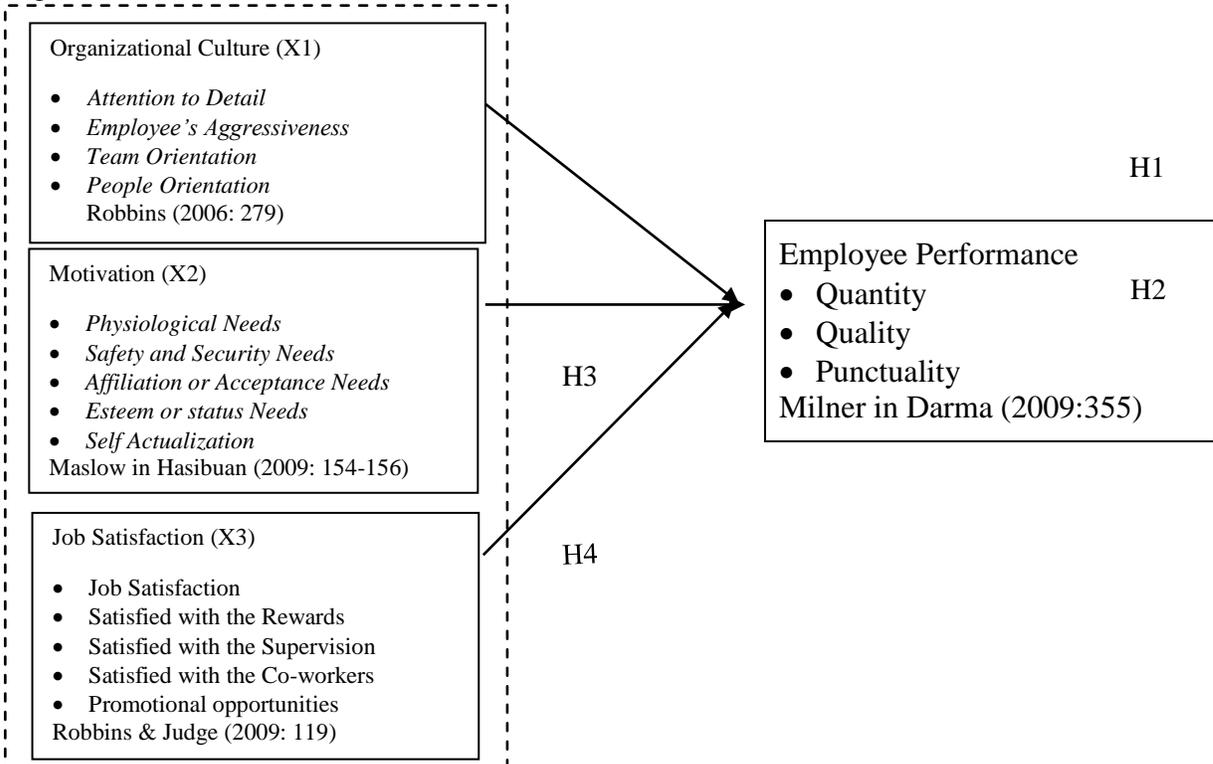


Figure 2. Framework

F. Hypotheses

Based on the framework and the description of previous studies, this study formulated 4 (four) hypotheses:

1. Organizational culture has a positive and significant effect on employee performance in PT. Taiyo Sinar Raya Teknik.
2. Motivation has a positive and significant effect on employee performance in PT. Taiyo Sinar Raya Teknik.
3. Job satisfaction has a positive and significant effect on employee performance in PT. Taiyo Sinar Raya Teknik.
4. Organizational culture, motivation, and job satisfaction have a positive and significant impact on employee performance in PT. Taiyo Sinar Raya Teknik.

RESEARCH METHOD

This study is quantitative. It used primary data which were collected through a survey with causal relationships between variables.

A. Population and Sample

The population of this study was all employees of PT. Taiyo Sinar Raya Teknik with a total of 510 employees. It applied a simple random sampling technique without considering the position or level of employees. The number of samples was determined using the Slovin formula (Riduan 2010: 65) and it involved 120 samples.

B. Data Collection Method

The data used as a basis for testing hypotheses are primary data collected from the employees of PT Taiyo Sinar Raya Teknik. The data were collected through questionnaires.

C. Data Analysis Method

The data analysis of the study covered descriptive statistics analysis, research instrument tests, classic assumption tests, multiple regression analysis, and hypothesis tests. The data were processed using the Statistic Package for Social science (SPSS) version 25.

RESULT AND DISCUSSION

A. Descriptive Statistics Analysis

Based on the results of descriptive analysis, the organizational culture, motivation, job satisfaction, and employee performance variables are considered high.

B. The Result of Validity and Reliability Tests

Table 2. The Result of Validity Test

Variables	Number of Statements	Range Values (r-count)	r-table	Notes
Employee Performance (Y)	15	0,434 - 0,785	0,179	Valid
Organizational Culture (X1)	15	0,395 - 0,776	0,179	Valid
Motivation (X2)	16	0,250 - 0,675	0,179	Valid
Job Satisfaction (X3)	16	0,492 - 0,782	0,179	Valid

The results of the validity test for all items in each variable are higher than the r-table of 0.179. Thus, it can be concluded that all items of the questionnaire are valid meaning that the research indicators are representative and can be used as research data.

Table 3. The Result of Reliability Test

Variables	Alpha	Notes
Employee Performance	0,892	Reliable
Organizational Culture	0,882	Reliable
Motivation	0,874	Reliable
Job Satisfaction	0,894	Reliable

The reliability test results show that the values of all variables are higher than 0.60, thus the performance variable is considered reliable. It means that the reliability test results indicate that the research indicators used as a measurement are reliable to measure the job satisfaction variable.

C. Normality Test

Table 4. One-Sample Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		120
Normal Parameters ^{a,b}	Mean	0E-7
	Std. Deviation	5.29653324
	Absolute	.093
Most Extreme Differences	Positive	.069
	Negative	-.093
Kolmogorov-Smirnov Z		1.022
Asymp. Sig. (2-tailed)		.247

Based on the results of the one-sample Kolmogorov-Smirnov test involving 120 samples, the distribution value is 1.022 with a significance value of 0.247. Thus, it is higher than 0.05, which means the data are normally distributed

D. Multicollinearity Test

Table 5. The Multicollinearity Test

Model	Coefficients ^a	
	Collinearity Statistics	
	Tolerance	VIF
	(Constant)	
1	Organizational Culture	.518 1.929
	Motivation	.289 3.461
	Job satisfaction	.314 3.187

Based on Table 5, the calculation of tolerance values shows that there are no variables with a tolerance value of <0.10. It means that there is no problem with the multicollinearity test. Furthermore, the results of VIF values, out of the three independent variables tested, there is no VIF value of > 10. Therefore, it can be concluded that there was no multicollinearity between the independent variables in the regression model.

E. Heteroscedasticity Test

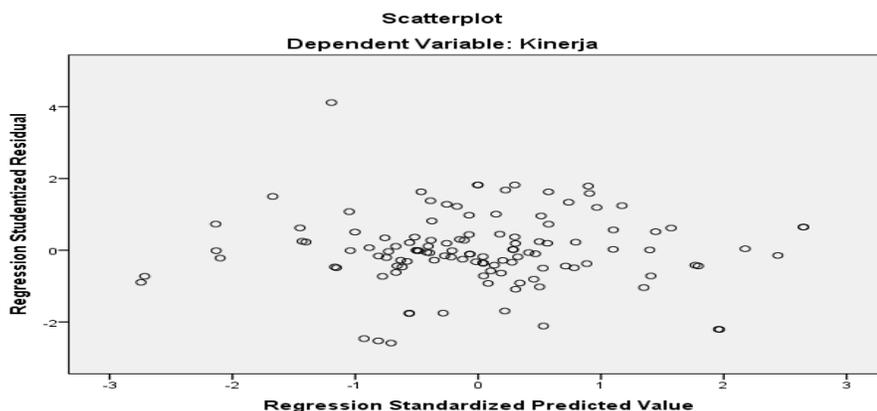


Figure 3. The Result of Heteroscedasticity Test

Based on the figure above, there is no heteroscedasticity evidenced by no clear pattern and the plots randomly spread above and below 0 of the Y-axis. It implies that the heteroscedasticity can be fulfilled

F. The Result of Multiple Linear Regression Analysis

Table 6. The Result of Multiple Linear Regression Analysis

Model	Coefficients ^a			T	Sig.	
	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta			
(Constant)	3.499	1.607		4.898	.000	
1	Organizational Culture	.480	.099	.434	4.843	.000
	Motivation	.288	.087	.307	3.307	.001
	Job Satisfaction	.314	.066	.404	4.792	.000

Based on the result above, the data can be formulated as follows:

$$Y = a + bX_1 + bX_2 + bX_3$$

$$Y = 3.499 + 0,480 X_1 + 0,288 X_2 + 0,314 X_3$$

The result of multiple linear regression analysis:

- a. Constant (a) = 3,499
If the independent variable (Organizational Culture, Motivation, and Job Satisfaction) are equal to zero, then the value of employee performance is 3,499. This shows that employee performance without organizational culture, motivation, and job satisfaction variables is positive.
- b. Regression Coefficient of Organizational Culture (b1) = 0,480
If the Organizational Culture variable increases by one unit, then the employee performance will increase by 0.480 or 48.0% assuming that the other variables are constant.

- c. Regression Coefficient of Motivation (b_2) = 0,288
If the motivation variable increases by one unit, then the employee performance will increase by 0.288 or 28.8% assuming that the other variables are constant.
- d. Regression Coefficient of Job Satisfaction (b_3) = (0,314)
The coefficient value is positive. It means that there is a positive effect on job satisfaction and employee performance. It means that the increase of one unit of job satisfaction, the performance will increase by 0.314.
If tested simultaneously, the organizational culture, motivation, and job satisfaction show a positive and significant effect on employee performance.

G. T-test

The result of t-test using SPSS can be seen in the following table.

Table 7. The Result of T-test

Model	T-count	T-table	Sig.
1 (Constant)	4.898	1.980	.000
Organizational Culture	4.843	1.980	.000
Motivation	3.307	1.980	.001
Job Satisfaction	4.792	1.980	.000

H1: The hypothesis test of organizational culture and employee performance

The results of the t-test showed 4,843 and it is higher than the t-table (1,980). Thus, H_0 is rejected and H_a is accepted. It means there is a significant effect of organizational culture on employee performance.

H2: The hypothesis test of motivation and employee performance

The results of the t-test showed 3.307 and it is higher than the t-table (1.980). Thus, H_0 is rejected and H_a is accepted. It means that there is a significant effect of motivation on employee performance.

H3: The hypothesis test of job satisfaction and employee performance

The results of the t-test showed 4.792 and it is higher than the t-table (1.980). Thus, H_0 is rejected and H_a is accepted. It means that there is a significant effect of job satisfaction on employee performance.

H. F-test

The result of F-test can be seen in the following table.

Table 8. The Result of F-test

Model		ANOVA ^a			F	Sig.
		Sum of Squares	df	Mean Square		
1	Regression	1996.508	3	665.503	23.945	.000 ^b
	Residual	3223.992	116	27.793		
	Total	5220.500	119			

Based on the F-test result, the F values showed 23,945 while F-table is 2.45. Referring to the ANOVA table, it is clear that the P-value of 0,000 is lower than $\alpha = 0.05$. Therefore, it can be concluded that the regression model can be used to predict employee performance. It can be said that Organizational Culture, Motivation, and Job Satisfaction simultaneously have a significant effect on Employee Performance.

I. Determination Coefficient Analysis (R^2)

Based on the SPSS result, the determination coefficient can be seen in the following table.

Table 9. The Result of Determination Coefficient (R^2)

Model Summary					
Model	R	R Square	Adjusted R Square	R	Std. Error of the Estimate
1	.888 ^a	.788	.782		9.578

The determination value of R^2 (R Square) based on the table above is 0.788. It indicates that 78.8% of employee performance variables can be explained by variations of the independent variables (organizational culture, motivation, and job satisfaction) and the rest (21.2%) can be explained or affected by other variables that are not observed in this study.

J. Interdimensional Correlation Analysis

The correlation analysis of this study was to examine the relationship between dimensions of organizational culture, motivation, and job satisfaction variables with employee performance variables. The significance of the relationship can be observed based on the sig value of <0.05 .

Table 10. The Result of Interdimensional Correlation Analysis

		Performance (Y)		
		Quality	Quantity	Punctuality
Organizational Culture (X1)	<i>Attention to Detail</i>	.633**	.479**	.534**
	<i>Employee's Aggressiveness</i>	.372**	.458**	.409**
	<i>Team Orientation</i>	.449**	.455**	.557**
	<i>People Orientation</i>	.632**	.502**	.597**
Motivation (X2)	<i>Physiological Needs</i>	.415**	.355**	.541**
	<i>Safety or Security Needs</i>	.427**	.430**	.509**
	<i>Social Needs</i>	.421**	.472**	.434**
	<i>Rewards Needs</i>	.416**	.375**	.598**
	<i>Self Actualization</i>	.428**	.445**	.484**
Job Satisfaction (X3)	<i>Profession</i>	.559**	.484**	.440**
	Rewards	.629**	.509**	.543**
	Superiors	.559**	.445**	.530**
	Co-workers	.459**	.451**	.528**
	Promotional Opportunities	.484**	.602**	.365**

K. Discussion

1. The Effect of Organizational Culture on Employee Performance

The analysis shows that there is a significant and positive effect of organizational culture on employee performance with a significance value of 0,000 and a regression coefficient value of 0.480. It means that the better the organizational culture, the higher the employee performance. The result of this study supports the previous study conducted by Abdul Wahid (2016) and Lydia Wairi (2017) which found that organizational culture affects employee performance. The company must provide clear guidance and increase

the aggressiveness of employees to have high ability and responsibility in working to support the company.

2. The Effect of Motivation on Employee Performance

The result of the analysis shows that motivation affects employee performance. It supports the previous studies conducted by Rahmawati (2016) and D.K Gultom (2014) in which motivation has a significant effect on employee performance. Motivation leads the employees to achieve shared goals of the organization, thus it can improve employee performance. It indicates that employees have high willingness, dedication, attention, and focus in performing their works.

3. The Effect of Job Satisfaction on Employee Performance

The analysis shows that there is a significant and positive effect of job satisfaction on employee performance. It is in line with research conducted by Abdul Wahid (2016), Al Jloumi (2015), and Hafiz Ghufra (2016) that job satisfaction has a significant effect on employee performance.

Performance is the result of the quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities (Mangkunegara, 2011: 93). The result of this study indicates that employees' expectations can be fulfilled related to job satisfaction such as salary, administrative policies, and relationships with coworkers. These conditions make employees have high ability and responsibility in performing their duties to highly support the company.

4. The Effect of Organizational Culture, Motivation, and Job Satisfaction on Employee Performance

The result of this study shows that organizational culture, motivation, and job satisfaction simultaneously have a significant effect on employee performance with a significance value of 0,000. They affect employee performance by 78.8% and the rest (21.2%) is affected by other variables that are not observed or examined in this study.

CONCLUSIONS AND SUGGESTIONS

A. CONCLUSIONS

- 1) Organizational culture has a positive and significant effect on employee performance. It means that the employee performance in PT. Taiyo Sinar Raya Teknik is affected by organizational culture with a low level of correlation. If Organizational culture is improved, it will directly or indirectly improve employee performance.
- 2) Motivation has a positive and significant effect on employee performance. It means that the employee performance in PT. Taiyo Sinar Raya Teknik is affected by motivation with a low level of correlation. If motivation is improved, then it will directly or indirectly improve employee performance.
- 3) Job Satisfaction has a positive and significant effect on employee performance. It means that the employee performance of employees in PT. Taiyo Sinar Raya Teknik is affected by job satisfaction. It is indicated by the low level of correlation. If the

- employee's job satisfaction is improved, then it will directly or indirectly improve employee performance.
- 4) Organizational Culture, Motivation, and Job Satisfaction variables have a positive and significant effect on employee performance in PT. Taiyo Sinar Raya Teknik. If each variable is improved, then it will directly or indirectly improve the employee performance in PT. Taiyo Sinar Raya Teknik.

B. SUGGESTIONS

1. This research only involved the employees of PT Taiyo Sinar Raya Teknik Cibitung. Future studies are suggested to involve a wider population, for example involving other private construction companies.
2. Based on the results of the study, there are some other factors affecting employee performance. Therefore, future studies can consider them including employee engagement, organizational commitment, training, resource quality, and type of leadership.

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