



Impact of Organizational Culture and Training on The Employee Performance of PT. Kokoh Semesta: Job Satisfaction as A Mediation Variable

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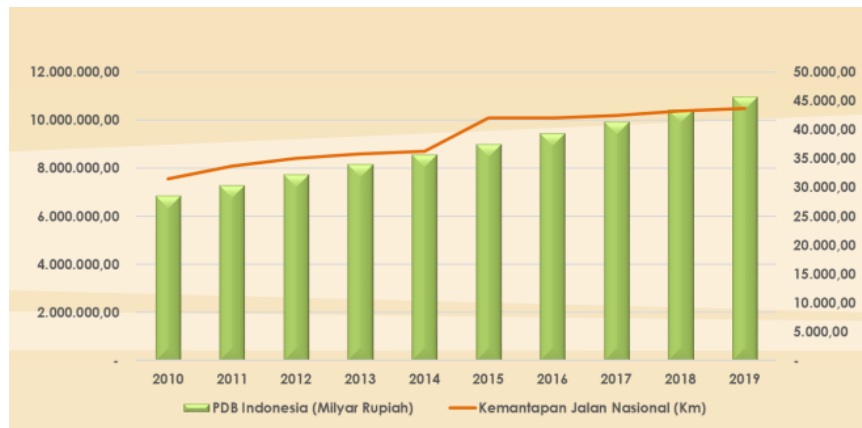
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Abstract: Basically, this study aims to examine and analyze the importance of organization culture (OC) and training on employee performance by using the job satisfaction variable as a mediating variable at PT. Kokoh Semesta. By using a quantitative research design with an explanatory survey method, namely data collection using a questionnaire with a Likert scale model. The sample collection of organic employee respondent data is 125 respondents. Structural Equation Modeling (SEM) PLS Version 4.0.8 is used as a tool to process data. In this study using four variables, seventeen dimensions and thirty-eight indicators. There have seven hypothesis, namely: 1) OC on employee performance. 2) Training on employee performance, 3) Job Satisfaction on employee performance, 4) OC on Job Satisfaction 5) Training on Job Satisfaction, 6) Job Satisfaction mediates the not effect of Training on employee performance, 7) OC the effect of Job Satisfaction on employee performance.

Keywords: Organization, Culture, Performance, Employee, Training, Satisfaction.

INTRODUCTION

Intense competition in the world of the construction service industry in facing the 2016 ASEAN free market (AEC=ASEAN Economic Community) has caused construction service business actors to make efforts to carry out various efforts so that they can remain competitive with construction players. In the current era of globalization, it demands competition from all organizations or companies to compete with each other, in order to compete for a position as a good company.



Picture 1. Central Gross Domestic Value 2010 – 2019

Based on data from the Central Statistics Agency (BPS) (2010-2019) this picture shows the value of the GDP (Gross Domestic Center) increasing every year. The average increase every year is 5.33% or 453,901.18 billion Rupiah. At each increase caused by 9.99% of the construction sector. Based on the graph above, this concludes that construction services made a large contribution to the country in the 2010-2019 period, this construction services are urgently needed. To make a compete in the construction industry, a company must have good performance.

PT. Kokoh Semesta is a company engaged in the field of construction services with specific work such as fabrication work, engineering for tanks and pipes. Based on the results of data collection obtained from PT. Kokoh Semesta, it can be seen that the performance of employees at the company has a less than optimal contribution, this is seen from the existence of several categories that are thought to affect employee performance. On the results of a survey conducted at PT. Kokoh Semesta, variable assessments are obtained which are thought to influence employee performance, job satisfaction has the largest presentation of dissatisfaction, namely 61.1%, Training 54.5% and Organizational Culture is 56.6%, these three categories are thought to be a factor in decreasing employee performance.

Table 1. Employee Assessment of Organizational Culture, Training, Job Satisfaction, Employee Capability, Work Environment in 2022

No	Category	Tingkat Kepuasan	Tidak Puas	Puas
1	Organizational culture		56,6 %	43,4 %
2	Training		54,5%	45,5%
3	Job satisfaction		61,1%	38,9%
4	Employee capabilities		26,6%	73,3%
5	Environment		18,9%	81,1%

Source: Results of data processing using Pre-survey

Based on the description in the table above, there are several factors that are thought to influence employee performance, Organizational Culture, Training, Job Satisfaction, Employee Capability and Work Environment. Based on the results of the pre-survey of 30 respondents, the results above show that there are variables that influence employee performance in this study, namely Organizational Culture, Training and Job Satisfaction. Researchers will conduct further research with the title " Impact of Organizational Culture and Training on The Employee Performance of PT. Kokoh Semesta: Job Satisfaction as A Mediation Variable” as a variable and research object to be examined.

LITERATURE REVIEW

Employee Performance

Employee Performance is the ability of an employee to achieve certain tasks that are measured against predetermined standards of accuracy, completeness, cost and speed (Sendawula, 2018). Some of the factors that affect employee performance such as organizational culture, motivation, cost of living, work environment, employee compensation and development (Bahagia, 2019).

Organization Culture

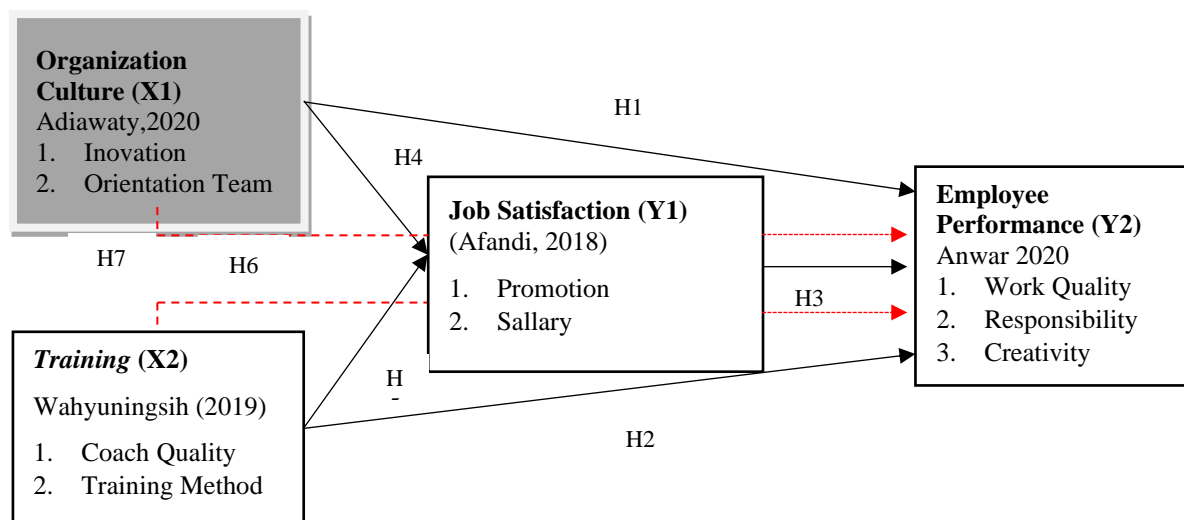
Organizational culture is defined as “a pattern of basic shared assumptions learned by a group when it solves problems of external adaptation and internal integration, that has worked well enough to be considered valid, so as to be taught to new members as the correct way to perceive, think and feel.” relation to the problem” (David, 2018). In general, culture is classified into four major themes: as learned entities such as the way groups think and behave, belief systems such as basic guiding beliefs, quality and performance improvement strategies and mental programming such as a group's collective mindset.

Training

Training is defined as developing the knowledge, skills and attitudes needed by employees to perform tasks or work adequately or to improve performance at work (Cik, 2021). According to (Ozkeser, 2019) Training means social, physical and mental development of individuals, while development is making individual knowledge and skills more effective.

Job Satisfaction

According to (Carvalho, 2020) Job satisfaction is one of the attitudes that has been studied extensively in the field of organizational behavior to understand various organizational results. Employee job satisfaction depends on the difference between something obtained and expected by workers (Sudiardhita, 2018). There are factors that influence Job Satisfaction, where there are factors from the work and from the employee himself.



Picture 2. Framework For Tought Research

Hypothesis

Based on the framework diagram above, a research hypothesis can be developed, namely:
 H1: Organization Culture has a positive and significant influence on employee performance
 H2: Training has a positive and significant impact on employee performance

- H3: Job Satisfaction has a positive and significant effect on employee performance
- H4: Organization Culture has a positive and significant effect on Job Satisfaction
- H5: Training has a positive and significant influence on Job Satisfaction
- H6: Job Satisfaction mediates the positive and significant influence of Organization Culture on Employee Performance
- H7: Job Satisfaction mediates the positive and significant effect of Training on Employee Performance

METHODS

The research design uses causal research which aims to analyze the causal relationship between the independent variable and the dependent variable. This method uses an expansion survey method (Explanatory Survey), which uses a questionnaire with a Likert scale model in data collection.

Population and Sample

The sample used / taken based on the calculation of the slovin formula in this study were 125 respondents from 181 organic / permanent employees.

Data collection technique

Data collection uses a Likert scale format (Ordinal) with the lowest score of 1 (one) and the highest score of 5 (five) with the help of the Google-Form platform in its distribution.

Data analysis method

With the help of Software SmartPLS version 4.0.8 as a data analysis method. the purpose of PLS-SEM (Ghozali and Latan, 2012) is to develop and build a theory from a predictive orientation, as well as to explain whether there is a relationship between latent variables. PLS is also a powerful analytical method because it can assume data with a certain scale measurement.

RESULT AND DISCUSSION

In the following, the researcher provides a comprehensive description of the 125 samples consisting of respondents' gender, age, education, and years of service, including table 2:

Table 2. Characteristics Of Respondents

	Item	Frecuency	%
Gender	Man	81	65%
	Women	44	35%
Age	18 - 30 Tahun	64	51%
	>30 - 40 Tahun	37	30%
	>40 - 50 Tahun	17	14%
	>50 Tahun	7	6%
Education	Pascasarjana	5	4%
	Sarjana	82	66%
	Diploma	26	21%
	SMA	12	10%
Years of Services	<5 Tahun	56	45%
	>5 – 10 Tahun	39	31%

>10 – 20 Tahun	26	21%
> 20 Tahun	4	3%

Source: Data processed by Researchers (2022)

In this study, the data was filled in by 125 respondents who are permanent employees of PT Kokoh Semesta, then the data will be processed using SEM-PLS through the SmartPLS version 4.0.8 application with the Outer Model and Inner Evaluation analysis stages.

Outer Model Evaluation

An indicator that has high validity results if it has a loading factor must be with 0.70 then the hypothesis can be accepted / valid, but when the loading factor value is < 0.70 then the value must be removed from the model (Ghozali, 2015). Furthermore, in a good Convergent Validity test, the AVE (Average Variance Extracted) value must at least show a value > 0.5. The following table shows the results of the AVE measurements for each of the tested variables, each of which the overall variable has shown a value > 0.5, which means that the AVE value has met the testing requirements of *Convergent Validity*:

Table 3. AVE value for each variable

Variabel	Average variance extracted (AVE)
Organization Culture	0.612
Job Satisfaction	0.715
Employee Performance	0.775
Training	0.709

Source: Data processed by Researchers (2022)

Structural Test (Inner Model)

Basically, the R-Square value shows the greater the value of the independent variable, the better the structural equation will be (Ghozali, 2014). Described in the table below shows that the motivational construct is explained by the variability of employee performance of 52.3 % while the rest is influenced by other variables. While the variability of job satisfaction shows a number of 46.1 % while the rest is influenced by other variables outside the model under study.

Table 4. R2 value of the research model

Variable	R-Square
Employee Performance	0.523
Job Satisfaction	0.461

Source: Data processed by Researchers (2022)

Hypothesis testing

Based on the results of data processing that has been done, it can be proven by looking at the T - *Statistic* and P- *Value values*. With the conclusion that if the value of **t** count > **t table** or **P** count < 0.05 then the hypothesis can be said to be accepted (*valid*) and vice versa, if > 0.05 then the hypothesis can be said to be rejected. As the basic value for making the decision, the hypothesis is accepted, the **t value** used is **t table** of (df = nk = 162 – 4) alpha 0.05 = 1.975.

- 1) H1 obtained t - statistics 4.459 > t table 1.975 with a p- value of 0.000 < 0.05 with a Path Coefficient of 0.392. it can be concluded that Organization Culture has a positive and significant effect on Employee Performance.
- 2) H2 obtained t - statistics 2.720 > t table 1.975 with a p- value of 0.007 < 0.05 with a Path Coefficient of 0.215. it can be concluded that Training has a positive and significant effect on Employee Performance.

- 3) H3 obtained t - statistics 2.418 > t table 1.975 with a p- value of 0.016 < 0.05 with a Path Coefficient of 0.231. it can be concluded that Job Satisfaction has a positive and significant effect on Employee Performance.
- 4) H4 obtained t - statistics 4.363 > t table 1.975 with a p- value of 0.000 < 0.05 with a Path Coefficient of 0.433. it can be concluded that Organization Culture has a positive and significant effect on Job Satisfaction.
- 5) H5 obtained t - statistics 3.424 > t table 1.975 with a p- value of 0.001 < 0.05 with a Path Coefficient of 0.327. it can be concluded that Training has a positive and significant effect on Job Satisfaction.
- 6) H6 obtained T - Statistics 2.410 > t table 1.975 with a p- value of 0.032 < 0.05, with a Path Coefficient of 0.032. it can be concluded that there is a positive and significant influence of the Organization Culture variable on employee performance through the Job Satisfaction variable.
- 7) H7 obtained T - Statistics 1.828 > t table 1.975 with a p- value of 0.078 < 0.05, with a Path Coefficient of 0.068. it can be concluded that there is a negative and not significant influence of the Training variable on Employee Performance through the Job Satisfaction variable.

Table 5. Effect of Test Results between Variables

Hypothesis	Influence	Path Coefficient	T-Statistics	P values	Hasil
H1	Organization Culture > Employee Performance	0.392	4.459	0.000	Received
H2	Training > Employee Performance	0.215	2.720	0.007	Received
H3	Job Satisfaction > Employee Performance	0.231	2.418	0.016	Received
H4	Organization Culture > Job Satisfaction	0.433	4.363	0.000	Received
H5	Training > Job Satisfaction	0.327	3.424	0.001	Received

Source: Data processed by researchers (2022)

Table 6. Total Score Result Specific Indirect Effect

Hypothesis	Influence	Original sample (O)	Standard deviation (STDEV)	T statistics ((O/STDEV))	P values
H6	Organization Culture > Job Satisfaction > Employee Performance	0.100	0.047	2.140	0.032
H7	Training -> Job Satisfaction > Employee Performance	0.076	0.041	1.828	0.068

Source: Data processed by researchers (2022)

CONCLUSION AND SUGGESTION

Conclusion

The following conclusions can be drawn from the discussion of data analysis by proving the hypothesis of the problems discussed:

1. Organizational Culture has a positive and significant effect on performance Employees at PT Kokoh Semesta.
2. Training has a positive and significant effect on employee performance at PT Kokoh Semesta.
3. Job satisfaction has a positive and significant effect on employee performance at PT Kokoh Universe.
4. Organizational Culture has a positive and significant effect on Job Satisfaction at PT PT Kokoh Semesta.
5. Training has a significant effect on job satisfaction at PT Kokoh Semesta.
6. Training has no significant effect on Employee Performance through Job Satisfaction at PT Kokoh Semesta.
7. Organizational Culture has a significant effect on Employee Performance through Job Satisfaction at PT Kokoh Semesta.

Suggestion

For Institutions/Institutions

1. It is recommended that Organizational Culture efforts maintain aspects of mutual respect and mutual assistance in any work problems experienced by fellow colleagues. As well as paying close attention to the employee's work results, whether it can be assessed as being in accordance with the needs of the Company.
2. It is recommended that the Company conducts training according to the needs of employees, in order to provide skills that can assist employees in completing work effectively and efficiently.

For further research

Seeing this research is limited, namely only in the scope of PT Kokoh Semesta, so it cannot describe as a whole, and this research depends on the results of the questionnaire so that respondents have the potential to provide answers that are considered in accordance with certain values that can be accepted in their social environment that has possible to distort the average value of each variable. With this the researcher provides suggestions for further research, namely as follows:

1. It is necessary to carry out further research regarding the effect of Organizational Culture and Training on Employee Performance through Job Satisfaction in similar or other business sectors with a wider scope in an effort to obtain an overall picture of the influence of these variables.
2. Adding or changing the existing independent variables with other variables that are suspected to still have a connection with Employee Performance, so as to increase insight and broaden understanding of the interrelationships between independent variables and their effect on Employee Performance.
3. Developing a research model by adding other mediating variables which in theory affect employee performance. Such as Motivation, Organizational Commitment

The results of the research are expected to be more thorough in explaining and adding insight to the readers.

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