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THE EFFECT OF ORGANIZATIONAL CULTURE AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS AN INTERVENING VARIABLE AT PT SUPRA PRIMATAMA NUSANTARA TERRITORY WEST 1 - SUMATRA

Abstract The research objective of this article is to examine the factors that influence Organisational Culture and Work Motivation on Employee Performance. The development of an increasingly broad and complex business world has an impact on qualified and competent human resources, which is one of the company's needs and is the main element that must be managed in order to achieve company goals. Organisational culture has an important impact on performance. Therefore, companies need to form an organisational culture that develops so as to create performance that is aligned with organisational goals. A strong culture will show high agreement on organisational goals among its members. Unanimity towards goals will form attachment, loyalty, and organisational commitment, this condition will further reduce the tendency of employees to leave the organisation. In addition to organisational culture, work motivation is a factor that can affect employee performance. Therefore, to achieve its goals, a strategy is needed to create organisational culture and work motivation. Theoretical and practical aspects, culture brings a sense of identity for members of the organisation, forming high organisational commitment in each member, shaping employee attitudes and behaviour, both in interacting internally and externally to the organisation. And Motivation is believed to increase the productivity of each employee, increase the work enthusiasm of each employee, increase the work creativity of each employee and increase the loyalty of each employee to the company. This research was conducted at PT Supra Primatama Nusantara (Biznet) Territory West 1 - Sumatra with 72 people. The inductive analysis map shows that organisational culture and work motivation on employee performance have a positive and significant effect on employee performance. The direction of influence of this variable is also positive, which means that the better organisational culture of an organisation will increase job satisfaction and good Work Motivation will provide enthusiasm and positivism in carrying out its performance.

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

JEL Classification: A13; B30; H89.

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Introduction. In line with the development of an increasingly broad and complex business world, the impact on qualified and competent human resources is one of the company's needs and is the main element that must be managed in order to achieve company goals.

Company performance is largely determined by employee performance. Performance is the result of work that can be observed and measured. This can be seen from how many achievements have been made, and how quickly employees complete the jobs in the company appropriately. PT Supra Primatama Nusantara (Biznet) is an integrated digital company in Indonesia that provides Internet, Data Center, Cloud Computing, and IPTV services. Biznet has a commitment to build modern infrastructure to reduce the digital divide in Indonesia through the most advanced Fiber Optic network and the largest data center in Indonesia since 2000.

In 2022, the performance of PT Supra Primatama Nusantara (Biznet) Territory West 1 - Sumatra employees, there are some employees whose final work results fall into the category of needs improvement (Table 1).

The research objective of this article is to examine the factors that influence Organisational Culture and Work Motivation on Employee Performance. In order to achieve this goal, the following tasks need to be performed: to assess the density and direction of the relationship between Organisational Culture and Work Motivation and Employee Performance. The object of the study is the management of an organisation, and the subject is working conditions and personnel management.

Literature Review. Performance is the result obtained by an organization, both profit oriented and non-profit oriented organizations produced during one period of time. More explicitly Amstron and Baron say performance is the result of work that has a strong relationship with the organization's strategic goals, customer satisfaction and makes an economic contribution (Amstron

and Baron, 1998: 15). Here are the performance assessment indicators:

1. Work Achievement
2. Expertise
3. Behavior
4. Leadership

Performance Appraisal is the activity of gathering or compiling information about job data in the form of employee fulfillment needs based on skills, abilities, and knowledge as well as the availability of positions to be filled or tasks to be performed. Here are the evaluation indicators for the Performance Appraisal variable:

1. Quality of Work
2. Promptness
3. Capability
4. Initiative
5. Communication

Soekanto (2005) explains culture is a means of work, taste, and creation of society. Culture contains the overall understanding of social values, social norms, social norms, science, as well as the overall social structure, religious and others. Khun Chin Sophonpanich (Biantoro, 2002) details several indicators of organizational culture, among others:

1. Diligence
2. Sincerity
3. Patience
4. Entrepreneurship

Motivation is the force that arises within an individual to be willing to undertake something to channel their abilities and talents, so with motivation it is expected that every employee will be willing to work hard and enthusiastically to achieve high levels of work productivity. Here are the assessment indicators for the motivation variable:

1. Merit Reply
2. Working Conditions
3. Work facilities
4. Work Achievement
5. Recognition from superiors
6. The Work Itself

According to Robbins (1996) defines job satisfaction as a general attitude towards

Table 1. Employee Performance Appraisal Results of PT Supra Primatama Nusantara (Biznet) Territory West 1 - Sumatra

Final Evaluation	Total	Percentage
Full Performance	48	67%
Strong Performance	1	1%
Poor Performance	1	1%
Needs Improvement	22	31%

Source: PT Supra Primatama Nusantara, 2022

Table 2. Results of t-Test for Sub Model I Coefficients^a

Model B		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		Std. Error	Beta			
1	(Constant)	8.576	1.908	.286	4.494	<.001
	Organizational Culture	.197	.082		2.386	.020
	Work Motivation	.351	.095	.440	3.673	<.001

a. Dependent Variable: Job Satisfaction

one's job, the difference between the number of rewards a worker receives, and the number of rewards they believe they should receive. Indicators of job satisfaction are:

1. Enjoyment at work
2. Satisfaction with work performance
3. Creativity
4. Fair promotion
5. Support from leadership

Research Methodology. Analytical frameworks. The data collection technique in this study used a questionnaire. According to Sugiyono (2017), a questionnaire is a data collection technique that is done by giving

a set of questions or written statements to respondents to answer. The type of data used is primary data. Primary data is data obtained from the first source, both from individuals and individuals. This study uses a questionnaire as a medium for collecting primary data from respondents. The questionnaire filling was carried out by distributing questionnaires directly to all employees who worked at PT Supra Primatama Nusantara (Biznet Networks) Territory West 1 - Sumatra which had been prepared previously. Primary data collected is data containing respondent characteristics, perception statements regarding each variable studied in the study. According to Sugiono (2018) states that population is a generalization area consisting of objects or subjects that have certain qualities and characteristics set by researchers to study and then draw conclusions. The population in this study were all employees of PT Supra Primatama Nusantara (Biznet) Territory West 1 - Sumatra, totaling 72 people.

To test the effect of intervening variables, the path analysis method is used. Path analysis is an extension of multiple linear regression analysis or path analysis is the use of regression analysis to estimate the causal relationship between causal model variables that have been previously determined based on the theory in this study performance as the

dependent variable (bound), work motivation and training as independent variables (free) and competence as an intervening variable (mediation).

To find out whether the hypotheses (H1, H2, H3, H4 and H5) that have been determined are accepted or rejected, statistical testing is carried out using the t statistical test.

The t test basically shows how far the influence of one variable individually is in explaining the variation in the dependent variable. If $t_{count} < t_{table}$ with a significance level $> 5\%$ then it does not have a significant effect. Conversely, if $t_{count} \geq t_{table}$ at a significance

Table 3. Summary of Model Testing Results for Sub-Model I Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.665	.442	.426	1.612

level $< 5\%$ then it has a significant effect.

Main results. This research employs the path analysis model to analyze the influence of job analysis and talent management on employee performance through motivation as an intervening variable at the South Rantau sub-district office Labuhanbatu regency.

Based on the partial t test of Equation I above, it can be seen that:

1. The value on the tcount of the organizational culture variable is 2.386 932 and the significance is 0.020 which means greater than 0.05. The hypothesis is accepted because $t_{count} < t_{table}$ ($2.386 > 1.995$) which means that organizational culture affects the job satisfaction of employees of PT Supra Primatama Nusantara (Biznet) Territory West 1 - Sumatra.

2. The value of the tcount of the work motivation variable is 3.673 and the significance is 0.001, which is smaller than 0.05. The hypothesis is accepted because $t_{count} \geq t_{table}$ ($3.673 > 1.995$) which means that work motivation affects the job satisfaction of employees of PT Supra

Table 4. Results of t-Test for Sub Model II
Coefficients^a

Model B	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	Std. Error	Beta			
1 (Constant)	9.001	3.403		2.645	.010
Organizational Culture	.306	.135	.231	2.271	.026
Work Motivation	.528	.164	.345	3.227	.002
Job Satisfaction	.654	.189	.340	3.461	<.001

a. Dependent Variable: Performance

Primatama Nusantara (Biznet) Territory West 1 - Sumatra.

Based on table 4.21, it can be seen that the coefficient of determination for equation I uses the Adjusted R Square value, because the independent variable used is more than one. Adjusted R Square value = 0.426. Thus the magnitude of the influence of organizational culture and work motivation on job satisfaction is 42.60%, while the remaining 57.40% is influenced by other factors not examined in this study such as work environment, training, discipline, leadership, employee involvement, competence, salary and others.

In the table 4, the t-test statistics were obtained as follows:

1. The value of the tcount of the organizational culture variable is 2.271 and the significance is 0.026, which is smaller than 0.05. The hypothesis is accepted because $t_{hitung} \geq t_{tabel}$ ($2.271 > 1.995$) which means that organizational culture affects the performance of employees of PT Supra Primatama Nusantara (Biznet) Territory West 1 - Sumatra.

2. The value on the tcount of the work motivation variable is 3.227 and the significance is 0.002 which means it is smaller than 0.05. The hypothesis is accepted because $t_{hitung} \geq t_{tabel}$ ($3.227 > 1.995$) which means that work motivation affects the performance of employees of PT Supra Primatama Nusantara (Biznet) Territory West 1-Sumatra.

3. The value of the tcount of the job satisfaction variable is 3.461 and the significance is 0.001, which is smaller than 0.05. The hypothesis is accepted because $t_{hitung} \geq t_{tabel}$ ($3.461 > 1.995$) which means that job satisfaction affects the performance of employees of PT Supra Primatama Nusantara (Biznet) Territory West 1-Sumatra.

Based on table 4.22, it can be seen that

Table 5. Summary of Model Testing Results for Sub-Model II
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.795	.633	.617	2.528

the coefficient of determination for equation I uses the Adjusted R Square value, because the independent variable used is more than one. Adjusted R Square value = 0.633. Thus the magnitude of the influence of organizational culture, work motivation and job satisfaction is 63.30%, while the remaining 36.70% is influenced by other factors not examined in this study such as work environment, training, discipline, leadership, employee involvement, competence, salary and others.

The influence of Job Analysis on Performance through Motivation as an intervening variable has a test statistic value of $0.769 < 1.96$ with a significance of $0.441 > 0.05$, which means Hypothesis 6 is not accepted where Motivation is unable to mediate the influence of Job Analysis on Performance. The test statistic value of the influence of

Table 6. Results of t-Test for Sub Model II

Variables	Unstandardized	Std. Error	Test Statistic	Std. Error	P-Value
Organizational culture on job satisfaction	0.197(a)	0.082 (Sa)	1.973	0.065	0.048
Job Satisfaction on Performance	0.654(b)	0.189 (Sb)			
Work motivation on job satisfaction	0.351(a)	0.095 (Sa)	2.525	0.090	0.011
Job Satisfaction on Performance	0.654(b)	0.189 (Sb)			

Talent Management on Performance through Motivation as an intervening variable is $2.238 > 1.96$ with a significance of $0.025 < 0.05$, which means Hypothesis 7 is accepted where Motivation can mediate the influence of Talent Management on Performance.

Conclusion. Based on the results of the research and discussion described in the previous chapter, the following conclusions can be drawn:

1. Organizational culture has a positive and significant effect on job satisfaction at PT Supra Primatama Nusantara (Biznet) Territory West 1 - Sumatra. This means that the better the organizational culture will increase job satisfaction.

2. Work motivation has a positive and significant effect on job satisfaction at PT Supra Primatama Nusantara (Biznet) Territory West 1 - Sumatra. This means that the better work motivation will increase job satisfaction.

3. Organizational culture has a positive and significant effect on employee performance at PT Supra Primatama Nusantara (Biznet) Territory West 1 - Sumatra. This means that the better the organizational culture will increase job satisfaction.

4. Work motivation has a positive and significant effect on employee performance

at PT Supra Primatama Nusantara (Biznet) Territory West 1 - Sumatra. This means that the better work motivation will improve employee performance.

5. Job satisfaction has a positive and significant effect on employee performance at PT Supra Primatama Nusantara (Biznet) Territory West 1 - Sumatra. This means that the better the work motivation will improve employee performance.

6. Organizational culture has a positive and significant effect on employee performance at PT Supra Primatama Nusantara (Biznet) Territory West 1 - Sumatra through job satisfaction.

7. Work motivation has a positive and significant effect on employee performance at PT Supra Primatama Nusantara (Biznet) Territory West 1 - Sumatra through job satisfaction.

Suggestions that can be given based on the results of this study are for PT Supra Primatama Nusantara, it is expected to pay more attention to employees with great risks at work, pay attention to employee interests before making decisions and policies, create good and harmonious working relationships, provide adequate work facilities, provide training for employees to increase creativity and competence, conduct fair promotions, and supervise employees properly.

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ВПЛИВ ОРГАНІЗАЦІЙНОЇ КУЛЬТУРИ ТА МОТИВАЦІЇ ПРАЦІ НА ПРОДУКТИВНІСТЬ ПРАЦІВНИКІВ ІЗ ЗАДОВОЛЕНІСТЮ РОБОТОЮ ЯК ПРОМІЖНОЮ ЗМІННОЮ В РАЙОНІ ПТ СУПРА ПРИМАТАМА НУСАНТАРА ЗАХІДНА ТЕРИТОРІЯ 1 - СУМАТАРА

Метою цієї статті є дослідження факторів впливу організаційної культури та мотивації праці на продуктивність працівників. Розвиток дедалі ширшого та складнішого ділового світу впливає на кваліфіковані та компетентні людські ресурси, які є однією з потреб компанії та основним елементом, яким необхідно управляти для досягнення цілей компанії. Організаційна культура має важливий вплив на ефективність роботи. Тому компаніям необхідно формувати організаційну культуру, яка розвивається таким чином, щоб створювати продуктивність, яка відповідає цілям організації. Сильна культура демонструє високий рівень згоди щодо цілей організації серед її членів. Одностайність щодо цілей формує прихильність, лояльність та відданість організації, що в подальшому зменшить тенденцію до відтоку працівників з організації. Окрім організаційної культури, мотивація праці є фактором, який може впливати на продуктивність працівників. Тому для досягнення поставлених цілей необхідна стратегія створення організаційної культури та мотивації праці. З теоретичної та практичної точки зору, культура приносить відчуття ідентичності членам організації, формуючи високу організаційну прихильність у кожного члена, формуючи ставлення та поведінку працівників як у взаємодії всередині організації, так і ззовні. Вважається, що мотивація підвищує продуктивність кожного працівника, підвищує робочий ентузіазм кожного працівника, підвищує творчий потенціал кожного працівника і підвищує лояльність кожного працівника до компанії. Це дослідження проводилося в PT Supra Primatama Nusantara (Biznet) Territory West 1 - Sumatra за участю 72 осіб. Карта індуктивного аналізу показує, що організаційна культура та мотивація праці на продуктивність працівників мають позитивний та значний вплив. Напрямок впливу цієї змінної також є позитивним, що означає, що краща організаційна культура організації підвищить задоволеність роботою, а хороша робоча мотивація забезпечить ентузіазм і позитивізм у виконанні своєї роботи.

Ключові слова: організаційна культура, мотивація праці, задоволеність роботою, результативність працівників.

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