

***THE INFLUENCE OF ORGANIZATIONAL CULTURE, LEADERSHIP, AND  
MOTIVATION ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS  
AN INTERVENING VARIABLE AT PT TEGUH JAYA BINA SENTOSA  
(SEMARANG)***

**PENGARUH ORGANIZATIONAL CULTURE, LEADERSHIP DAN  
MOTIVATION TERHADAP EMPLOYEE PERFORMANCE DENGAN JOB  
SATISFACTION SEBAGAI VARIABEL INTERVENING PADA PT TEGUH  
JAYA BINA SENTOSA (SEMARANG)**

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**ABSTRACT**

*This study aims to analyze the influence of organizational culture, leadership, and motivation on employee performance with job satisfaction as an intervening variable at PT Teguh Jaya Bina Sentosa (Semarang). The research method used is a quantitative approach with data collected through questionnaires distributed to 165 respondents. Data analysis was carried out using the SPSS program through validity tests, reliability tests, classical assumption tests, multiple linear regression analysis, t-tests, F-tests, and Sobel tests to examine the mediation effect. The results showed that organizational culture had a positive and significant effect on job satisfaction and employee performance. Leadership had a positive and significant effect on job satisfaction and employee performance. Motivation had no effect on job satisfaction but had a positive effect on employee performance. Job satisfaction had a positive and significant effect on employee performance and was able to mediate the influence of organizational c*

**Keywords:** *Organizational Culture, Leadership, Motivation, Job Satisfaction, Employee Performance*

**ABSTRAK**

Penelitian ini bertujuan untuk menganalisis pengaruh Organizational Culture, Leadership, dan Motivation terhadap Employee Performance dengan Job Satisfaction sebagai variabel intervening pada PT Teguh Jaya Bina Sentosa (Semarang). Metode penelitian yang digunakan adalah pendekatan kuantitatif dengan teknik pengumpulan data melalui kuesioner yang dibagikan kepada 165 responden. Analisis data dilakukan menggunakan bantuan program SPSS melalui uji validitas, uji reliabilitas, uji asumsi klasik, analisis regresi linier berganda, uji t, uji F, dan uji Sobel untuk menguji efek mediasi. Hasil penelitian menunjukkan bahwa Organizational Culture berpengaruh positif dan signifikan terhadap Job Satisfaction dan Employee Performance. Leadership berpengaruh positif dan signifikan terhadap Job Satisfaction dan Employee Performance. Motivation tidak berpengaruh terhadap Job Satisfaction, tetap berpengaruh positif terhadap Employee Performance. Job Satisfaction berpengaruh positif dan signifikan terhadap Employee Performance, dan mampu memediasi pengaruh Organizational Culture, Leadership terhadap Employee Performance, Job Satisfaction tidak memediasi Motivation terhadap Employee Performance.

**Kata Kunci:** *Organizational Culture, Leadership, Motivation, Job Satisfaction, Employee Performance.*

## INTRODUCTION

In today's era of globalization, many companies are starting to prepare themselves to face increasingly open competition. With increasingly easy access to information, companies are required to be able to manage all their resources in order to compete and achieve a competitive advantage (Afianty & Rosdiana, 2023). The role of a manager today is not limited to managing financial aspects, but also includes optimizing and efficiently managing human resources (Tuono, 2017). This is important because employees, as part of human resources, make a significant contribution to driving positive change within the company (Febriani & Ramli, 2023).

According to Herawati et al. (2022), companies need to continuously learn in managing their resources, particularly human resources or employees. This is because employees are not inanimate objects, but individuals with thoughts and behaviors. Meanwhile, Supardi & Anshari (2022) also emphasize that human resources are a crucial factor for a company's success in facing competition in the global era. This success is reflected in the achievement of all company targets, both short-term and long-term.

To achieve success, there are several factors that companies need to consider (Jumawan et al., 2024). One of the most important factors is optimizing employee performance. Citra & Fahmi (2019) state that employee performance is a key element determining a company's success in facing competition. Therefore, various steps are taken by companies to maintain and improve employee performance, such as providing training to develop skills and abilities, providing work support facilities, creating a comfortable work environment, and other initiatives (Muis et al., 2018).

There are various methods that can be used to assess employee performance, one of which is by evaluating the individual's work achievements or accomplishments (Afianty & Rosdiana, 2023). Good performance is reflected in work results that exceed the established targets. Rosalina & Wati (2020) state that the level of competence is the main benchmark for assessing the quality of employee performance. In addition, Prayudi (2022) adds that each employee has a different level of competence, which ultimately results in differences in the work performance of each individual.

Additionally, to maintain optimal employee performance, companies need to conduct regular evaluations (Masturi et al., 2021). This evaluation serves as a control tool to ensure quality improvement, both in terms of employee performance and competence. This increase is an important element in supporting the company's progress. Furthermore, this also serves as a strategic asset for companies to survive and compete amidst the challenges of the era of globalization. Work motivation refers to individuals' drives and aspirations, as well as the impetus to perform tasks effectively in the workplace (Nada & Bakhtiar, 2024). Someone faced with low task complexity will exert greater effort to complete the task, which will influence the resulting performance (Sunarka & Bakhtiar, 2019).

In an effort to improve quality, every company needs to conduct an in-depth analysis of various factors that affect employee performance. One of the main factors that plays a role in determining the good or bad performance of employees is organizational culture. According to Yusda & Pebriyanti (2022), organizational culture is formed with the aim of supporting the achievement of the

company's vision and mission. That goal will be easier to achieve if there is alignment between the values in the organizational culture and the personal values held by employees. When this alignment is established, organizational culture can become deeply ingrained in employees' ways of thinking and acting, and serve as a deterrent against negative behaviors such as corruption, sabotage, and other deviant actions.

One way to achieve this is by fostering a positive organizational culture. A strong organizational culture that aligns with employee values can create a high sense of belonging and loyalty to the company. According to a study by Pratama et al. (2022), a conducive organizational culture has been shown to increase job satisfaction because it creates a comfortable and focused work environment.

Beside organizational culture, leadership also plays a very important role in creating job satisfaction (Nofitasari, 2021). According to Sugiono & Tobing (2021), the leadership style implemented by a leader can influence employee morale and their perception of their work. Transformational leadership, for example, is able to inspire and empower employees to work better. There is a significant relationship between leadership style and employee job satisfaction, especially in organizations that prioritize open communication and empowerment.

Work motivation is also a crucial element in determining employee satisfaction levels. When employees' needs and expectations are met, both intrinsically and extrinsically, they are likely to feel satisfied with their jobs (Rulianti & Nurpibadi, 2023). As explained by Herzberg in his two-factor theory, motivators such as achievement and recognition play a significant role in

increasing job satisfaction. The motivation provided by the company, whether in the form of incentives or non-material rewards, is able to significantly increase job satisfaction.

The phenomenon of job dissatisfaction is still frequently encountered in various industrial sectors, which typically leads to high turnover, low productivity, and weakened employee loyalty to the company. Based on data from the Ministry of Manpower of the Republic of Indonesia (Ministry of Manpower, 2022), job dissatisfaction has been one of the main causes of employee turnover between companies in Indonesia over the past five years. This highlights the need for companies to understand the factors influencing job satisfaction in order to create a more effective human resource management system.

There are several cases related to employee job satisfaction, one of which occurred at PT. Telekomunikasi Indonesia Tbk (Telkom Indonesia), which faced challenges in maintaining employee job satisfaction, especially after the merger and reorganization carried out to improve efficiency. However, after the implementation of new structural and policy changes, most employees felt that the existing culture did not adequately support flexibility and collaboration between departments (Nurfitriani & Arwin, 2020).

Centralized leadership style is one of the causes of decreased job satisfaction. Strategic decisions are more often made by top management, with little participation from lower-level employees. These managers often organize and control every aspect of their employees' work, without giving them room to show initiative or innovate (Rameka & Priyani, 2024). This creates a sense of dissatisfaction among employees, who feel disempowered and

lack autonomy in their work. This overly centralized leadership reduces work morale and lowers employee motivation levels.

Additionally, employees feel they often don't receive enough recognition even after achieving their targets or making significant contributions. An unclear reward system leads to decreased employee motivation, ultimately impacting overall job satisfaction. As a result, they are facing increased employee turnover, especially among those who feel undervalued. To address this issue, the company began focusing on improving internal communication, implementing a more participatory leadership style, and updating the reward system to more fairly and transparently recognize employee contributions (Nurfitriani & Arwin, 2020).

Organizational culture has a positive influence on employee performance, as researched by Muis et al. (2018). However, a negative influence was found in the study by Fikri et al. (2019). And organizational culture did not affect employee performance, as researched by Fikri et al. (2019). Meanwhile, organizational culture has a positive influence on job satisfaction, as researched by Muis et al. (2018). However, a negative influence was found in the study by Fikri et al. (2019), and organizational culture did not affect job satisfaction, as researched by Andi (2019).

Leadership style has a positive influence on employee performance, as studied by Batubara (2020). However, a negative influence was found in the research by Jufri & Marimin (2022). And leadership style does not affect employee performance, as studied by Noufal, Farid et al. (2020). Meanwhile, leadership style has a positive influence on job satisfaction, as studied by Wang et al. (2008). Leadership style has a negative

influence, as revealed in the research by Jufri & Marimin (2022). And leadership style does not affect job satisfaction, as studied by Wang et al. (2008).

Motivation has a positive influence on employee performance, as studied by Zaqiyah et al. (2023). However, the negative influence was revealed in the research by Rumbiak et al. (2023). And motivation did not affect employee performance, as studied by Sa'adah, L., & Munir (2020). Meanwhile, the positive influence of motivation on job satisfaction was studied by Waskito & Sumarni (2023). The negative influence of motivation was revealed in their research by Mauli & Mukaram (2022). And motivation does not affect job satisfaction, as studied by Hilmi et al. (2018).

By understanding the relationship between these three factors, this research is expected to make a significant contribution to organizations in designing effective human resource management strategies to improve job satisfaction. Additionally, the results of this research can serve as a reference and consideration for leaders and HR management practitioners in building a more harmonious and productive work environment, as well as creating more loyal and high-performing employees.

## RESEARCH METHODS

This research uses a quantitative approach. Quantitative research is a method based on the philosophy of positivism, used to study a specific population or sample. Data is collected thru research instruments and then analyzed quantitatively or statistically to test predetermined hypotheses.

### Research Variables

This research involves three types of variables: independent variables (organizational culture, leadership, and

motivation), an intervening variable (job satisfaction), and a dependent variable (employee performance). Job satisfaction acts as a mediator explaining the mechanism of the independent variable's influence on employee performance. Conceptually, job satisfaction reflects a positive emotional state resulting from the fulfillment of employee expectations and needs, while employee performance indicates effectiveness and efficiency in achieving organizational goals. Organizational culture, leadership, and motivation each play a crucial role in shaping work behavior and boosting productivity. Operationally, research variables are attributes or values that vary, are set to be studied, measured, and concluded based on predetermined indicators.

A strong organizational culture can strengthen employee attachment, improve performance, and help organizations adapt to environmental changes (Hidayat, 2019). The indicators used to measure the organizational culture variable are adaptability, involvement, purpose, and consistency (Hidayat, 2019).

Effective leadership can improve performance, build harmonious working relationships, and create a productive and innovative work environment (Harneisa et al., 2023). The indicators used to measure the leadership variable are communication skills, decision-making skills, delegation skills, influence and inspiration, and problem-solving skills (Iman & Ahmadi, 2024).

Motivation is a factor that describes the internal or external drive that influences an individual's level of enthusiasm, effort, and persistence in achieving specific goals (Syamsuriana et al., 2022). The indicators used to measure the motivation variable are physiological needs, safety needs, social

needs, esteem needs, and self-actualization needs (Adil et al., 2020).

Employee job satisfaction is a factor that describes the level of comfort, happiness, and satisfaction felt by employees toward their work, encompassing aspects such as the tasks performed, the work environment, relationships with colleagues and supervisors, and the compensation received (Adrian & Arianto, 2022).

The indicators used to measure the job satisfaction variable are workload, speed in work, task variety, working conditions, working hours, salary, supervisor, colleagues, and job description (Basri & Rauf, 2021).

Employee performance is the ability and work results achieved by employees in carrying out tasks according to their responsibilities to support organizational goals (Fitriya & Kustini, 2022). The indicators used to measure the employee performance variable are quantity, quality, timeliness, effectiveness, and attendance (Majid et al., 2021).

### **Population and Sample**

The population in this study consists of all employees of PT Teguh Jaya Bina Sentosa, who have characteristics that align with the research objectives (Sugiyono, 2024). Samples were taken using a non-probability sampling method with a purposive sampling technique, which involves selecting respondents based on specific criteria, namely employees of PT Teguh Jaya Bina Sentosa who have worked for more than one year. The selection of this technique considers the suitability of the sample characteristics with the research analysis needs.

### **Types and Sources of Data**

The research data consists of primary and secondary data. Primary

data was obtained directly from respondents by distributing questionnaires to a selected sample based on research criteria (Sugiyono, 2024). Meanwhile, secondary data was obtained indirectly from PT Teguh Jaya Bina Sentosa and various reading sources such as books, journals, and other information media. These two types of data are used to support the analysis and discussion of the research.

### Data Collection Methods

The data collection method in this study uses questionnaires, which is a technique of providing a set of written questions or statements to respondents for them to answer, in order to obtain data relevant to the research object (Sugiyono, 2024).

### Analysis Method

Data analysis methods include descriptive analysis to describe the data as is and quantitative analysis with multiple linear regression using SPSS version 25. The analysis stages include editing, coding, scoring using a Likert scale (1–5), and tabulating before the data is processed statistically.

## RESULTS AND DISCUSSION

Respondent characteristics and research data sources, including a brief profile of 165 respondents based on age, gender, highest education, length of employment, position, and employee status, as well as the data collection method.

### Descriptive Variables

This section presents the frequency distribution results of the respondent questionnaires as supporting information to understand the research findings.

### System Analysis

**Table 1. Instrument Validity Results**

Variable	Item	R-value	R-Table Criteria	Description
Organizational Culture (X <sub>1</sub> )	X1.1	0,750	>0,1528	Valid
	X1.2	0,937	>0,1528	Valid
	X1.3	0,825	>0,1528	Valid
	X1.4	0,934	>0,1528	Valid
Leadership (X <sub>2</sub> )	X2.1	0,912	>0,1528	Valid
	X2.2	0,835	>0,1528	Valid
	X2.3	0,863	>0,1528	Valid
	X2.4	0,807	>0,1528	Valid
	X2.5	0,828	>0,1528	Valid
Motivation (X <sub>3</sub> )	X3.1	0,866	>0,1528	Valid
	X3.2	0,775	>0,1528	Valid
	X3.3	0,832	>0,1528	Valid
	X3.4	0,695	>0,1528	Valid
	X3.5	0,858	>0,1528	Valid
Job Satisfaction (Z)	Z.1	0,781	>0,1528	Valid
	Z.2	0,787	>0,1528	Valid
	Z.3	0,721	>0,1528	Valid
	Z.4	0,844	>0,1528	Valid
	Z.5	0,735	>0,1528	Valid
	Z.6	0,784	>0,1528	Valid
	Z.7	0,783	>0,1528	Valid
	Z.8	0,725	>0,1528	Valid
	Z.9	0,837	>0,1528	Valid
Employee Performance (Y)	Y.1	0,761	>0,1528	Valid
	Y.2	0,620	>0,1528	Valid
	Y.3	0,687	>0,1528	Valid
	Y.4	0,774	>0,1528	Valid
	Y.5	0,776	>0,1528	Valid

All indicators for variables X<sub>1</sub>, X<sub>2</sub>, X<sub>3</sub>, Z, and Y are declared valid because the calculated r value is greater than the table r value (0.1528).

**Table 2. Reliability Test Results**

Variabel	N of Items	Cronbach's Alpha	Description
Organizational Culture (X <sub>1</sub> )	4 Item	0,884	Reliabel
Leadership (X <sub>2</sub> )	5 Item	0,903	Reliabel
Motivation (X <sub>3</sub> )	5 Item	0,864	Reliabel
Job Satisfaction (Z)	9 Item	0,918	Reliabel
Employee Performance (Y)	5 Item	0,773	Reliabel

The research instrument is declared reliable because the alpha value for all variables (X<sub>1</sub>, X<sub>2</sub>, X<sub>3</sub>, Z, Y) is greater than 0.70.

**Table 2. Table 8. Normality Test Results for Equations 1 & 2**

One-Sample Kolmogorov-Smirnov Test		
	Unstandardized Residual	
N		165
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	4.31374583
Most Extreme Differences	Absolute	.092
	Positive	.045
	Negative	-.092
Test Statistic		.092
Asymp. Sig. (2-tailed)		.200 <sup>c</sup>

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

One-Sample Kolmogorov-Smirnov Test		
	Unstandardized Residual	
N		165
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	.93613736
Most Extreme Differences	Absolute	.053
	Positive	.020
	Negative	-.053
Test Statistic		.053
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>

a. Test distribution is Normal.

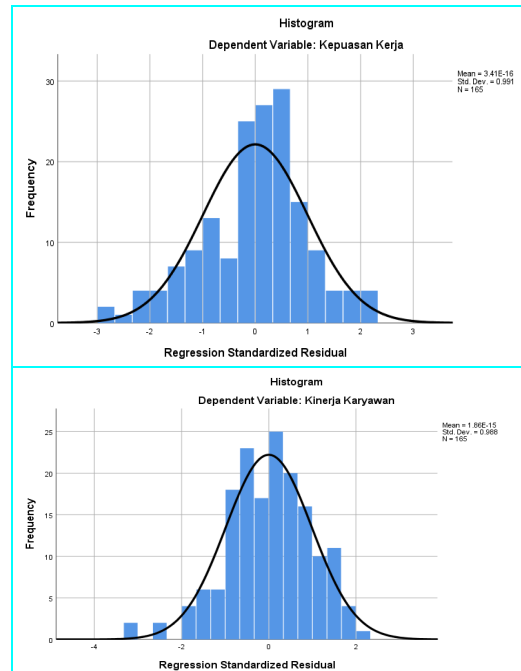
b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

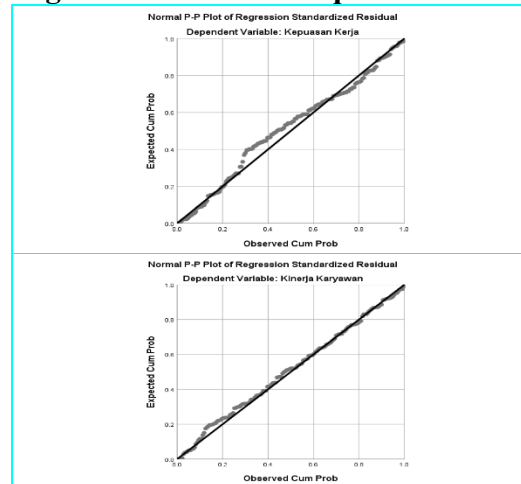
Based on the One-Sample Kolmogorov-Smirnov test results above, it can be seen that the significance value obtained for equation 1 and equation 2 is 200. The Kolmogorov-Smirnov significance value above shows a value of 0.200, which is greater than 0.05, indicating that the data is normally distributed.

**Figure 1. Histogram of equations 1 & 2**



In the normality test, the histogram shows a normally distributed pattern, like a bell curve in both equations.

**Figure 2. P-P Plot of Equations 1 & 2**



The P-plot normality test shows the points are scattered along the line, so it can be concluded that the data is normally distributed for both equations.

**Table 3. Multicollinearity Test Results for Equation 1**

Coefficients <sup>a</sup>
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Model	Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics	
	B	Std. Error	Beta	Tolerance	VIF
1 (Constant)	7.058	3.318			
Organizational Culture	.955	.170	.428	.686	1.458
Leadership	.400	.111	.233	.948	1.055
Motivation	.260	.156	.128	.674	1.485

a. Dependent Variable: Job Satisfaction

**Table 4. Multicollinearity Test Results for Equation 2**

Model	Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics	
	B	Std. Error	Beta	Tolerance	VIF
1 (Constant)	-1.750	.732			
Organizational Culture	.536	.040	.488	.573	1.745
Leadership	.183	.025	.217	.877	1.140
Motivation	.128	.034	.128	.662	1.510
Job Satisfaction	.192	.017	.390	.638	1.568

a. Dependent Variable: Employee Performance

The results of testing equations 1 and 2 above show that there is no multicollinearity, as the VIF values of all independent variables in this study are  $\leq 10$ , while the tolerance values of all independent variables are  $\geq 0.10$ . Therefore, it can be concluded that there is no multicollinearity between the independent variables and the dependent variable.

**Table 5. Heteroskedasticity Test Results – Park Test Equation 1**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	6.916	2.074		3.335	.001
Organizational Culture	-.088	.106	-.078	-.832	.407
Leadership	-.097	.069	-.112	-1.395	.165
Motivation	-.004	.098	-.004	-.040	.968

a. Dependent Variable: LNU21\_RES1

Testing for heteroscedasticity in equation 1, it can be seen that the significance values for Organizational Culture are 0.407, Leadership is 0.095, and Motivation is 0.968. Since all significance values are greater than 0.05, it can be concluded that there is no heteroscedasticity disturbance in this regression model.

**Table 6. Heteroskedasticity Test Results – Park Test Equation 2**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.224	1.728		.130	.897
Organizational Culture	.146	.095	.157	1.535	.127
Leadership	.044	.059	.062	.747	.456
Motivation	-.146	.081	-.173	-1.809	.072
Job Satisfaction	.056	.040	-.136	1.396	.165

a. Dependent Variable: LNU21\_RES1

The heteroskedasticity test on equation 2 shows that the significance values for Organizational Culture are 0.127, Leadership is 0.456, Motivation is 0.072, and Job Satisfaction is 0.165, indicating no heteroskedasticity disturbance, as there are no significance values (sig.) less than 0.05 ( $< 0.05$ ). Therefore, it can be concluded that there is no heteroskedasticity problem.

**Table 7. Results of Multiple Linear Regression – Model 1 Equation**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	7.058	3.318		2.127	.035
Organizational Culture	.955	.170	.428	5.627	.000
Leadership	.400	.111	.233	3.601	.000
Motivation	.260	.156	.128	1.668	.097

a. Dependent Variable: Job Satisfaction



Based on the data processing results in the table, the regression equation obtained is:  $Z = 7.058 + 0.955X_1 + 0.400X_2 + 0.260X_3 + e$ . This equation indicates that Organizational Culture (X1) has a positive effect on Job Satisfaction (Z) with a coefficient of 0.955, Leadership (X2) has a positive effect with a coefficient of 0.400, and Motivation (X3) has a positive effect with a coefficient of 0.260. This means that an increase in X1, X2, or X3 will be followed by an increase in Job Satisfaction.

**Table 8. Results of Multiple Linear Regression – Model Equation 2**

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	1.750	.732		2.389	.018
Organizational Culture	.536	.040	.488	13.261	.000
Leadership	.183	.025	.217	7.291	.000
Motivation	.128	.034	.128	3.746	.000
Job Satisfaction	.192	.017	.390	11.167	.000

a. Dependent Variable: Employee Performance

Based on the data processing results in Table 4.19, the regression equation obtained is:  $Y = 1.750 + 0.536X_1 + 0.183X_2 + 0.128X_3 + 0.192Z + e$ . This equation indicates that Organizational Culture (X1) has a positive effect on Employee Performance (Y) with a coefficient of 0.536, Leadership (X2) has a positive effect with a coefficient of 0.183, Motivation (X3) has a positive effect with a coefficient of 0.128, and Job Satisfaction (Z) has a positive effect with a coefficient of 0.192. This means that an increase in X1, X2, X3, or Z will be followed by an increase in Employee Performance.

**Table 9. Results of the Coefficient of Determination Test – Model Equation 1**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.602 <sup>a</sup>	.362	.350	4.354

a. Predictors: (Constant), Motivation, Leadership, Organizational Culture

The results of the calculation of the coefficient of determination can be seen thru the Adjusted R Square value of 0.350 (35.0 percent), which indicates that 0.350 of the Work Satisfaction variable can be explained by Organizational Culture (X1), Leadership (X2), and Motivation (X3), while the remaining 65.0 percent is explained by other variables outside the research model.

**Table 10. Results of the Coefficient of Determination Test – Model Equation 2**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.936 <sup>a</sup>	.876	.873	.948

a. Predictors: (Constant), Job Satisfaction, Leadership, Motivation, Organizational Culture

The results of the determination coefficient calculation can be seen thru the Adjusted R Square value of 0.873 (87.3 percent), which indicates that 0.873 of the Employee Performance variable can be explained by Organizational Culture (X1), Leadership (X), Motivation (X3), and Job Satisfaction (Z). The remaining 12.7 percent is explained by other variables outside the research model.

**Table 11. Results of the F-test or Simultaneous Test of Equations - Regression Model 1**

ANOVA <sup>a</sup>					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1734.198	3	578.066	30.497	.000 <sup>b</sup>
Residual	3051.778	161	18.955		
Total	4785.976	164			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Motivation, Leadership, Organizational Culture

The results of the first regression test show a significance value of  $0.000 < 0.05$ , so  $H_0$  is rejected and  $H_a$  is accepted, which means that Organizational Culture (X1), Leadership (X2), and Motivation (X3) simultaneously influence Job Satisfaction (Z).

**Table 12. Results of the F-test or Simultaneous Test of Equations - Regression Model 2**

ANOVA <sup>a</sup>					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1014.072	4	253.518	282.232	.000 <sup>b</sup>
Residual	143.722	160	.898		
Total	1157.794	164			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Job Satisfaction, Leadership, Motivation, Organizational Culture

The results of the second regression test show a significance value of  $0.000 < 0.05$ , so  $H_0$  is rejected and  $H_a$  is accepted, which means that Organizational Culture (X1), Leadership (X2), Motivation (X3), and Job Satisfaction (Z) simultaneously influence Employee Performance (Y).

**Table 13. Results of t-test or Partial Test - Model 1 Equation**

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficient	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	7.058	3.318		2.127	.035
Organizational Culture	.955	.170	.428	5.627	.000
Leadership	.400	.111	.233	3.601	.000
Motivation	.260	.156	.128	1.668	.097

a. Dependent Variable: Job Satisfaction

**Table 14. Results of t-test or Partial Test - Model 2 Equation**

Coefficients <sup>a</sup>					
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Model	Unstandardiz		Standardiz		Sig
	Coefficients	ed	Coefficient	s	
1 (Constant)	-	.732		-	.018
	1.750			2.389	
Organizational Culture	.536	.040	.488	13.261	.000
Leadership	.183	.025	.217	7.291	.000
Motivation	.128	.034	.128	3.746	.000
Job Satisfaction	.192	.017	.390	11.167	.000

a. Dependent Variable: Employee Performance

In the first regression model, Organizational Culture (X1) and Leadership (X2) variables have a significant positive effect on Job Satisfaction (Z) with t-values of 5.627 and 3.601 respectively, which are greater than the t-table value of 1.974 (sig.  $0.000 < 0.05$ ), while Motivation (X3) does not have a significant effect (t-value 1.668  $< 1.974$ ; sig.  $0.097 > 0.05$ ). In the second regression model, Organizational Culture (X1), Leadership (X2), Motivation (X3), and Job Satisfaction (Z) all have a significant positive effect on Employee Performance (Y) with t-values of 13.261, 7.291, 3.746, and 11.167 respectively, which are greater than the t-table value of 1.974 and sig.  $0.000 < 0.05$ .

**Table 15. Sobel Test**

No	Variabel	t <sub>hitung</sub>	t <sub>tabel</sub>	Keterangan
1	Organizational Culture X <sub>1</sub> - Z - Y	5,0298	> 1,96	Memedi asi
2	Leadership X <sub>2</sub> - Z - Y	3,4330	> 1,96	Memedi asi
3	Motivation X <sub>3</sub> - Z - Y	1,6488	< 1,96	Tidak Memedi asi

Based on Table it can be concluded that the Job Satisfaction variable (Z) is able to act as a mediating variable in the relationship between Organizational Culture (X1), Leadership (X2), and Motivation (X3) and Employee Performance (Y).

## Discussion

Based on the t-test analysis for the first regression model ( $t\text{-table} = 1.974$ ;  $\alpha = 0.05$ ), it was found that the Organizational Culture variable (X1) had a t-statistic of 5.627 with a significance value of  $0.000 < 0.05$ . These results indicate that X1 has a positive and significant effect on Job Satisfaction (Z), meaning the better the implementation of organizational culture, the higher the employee job satisfaction. The Leadership variable (X2) shows a t-statistic of 3.601 with a significance of  $0.000 < 0.05$ , so X2 also has a positive and significant effect on Z, which means effective leadership can increase job satisfaction. Conversely, the Motivation variable (X3) has a t-statistic of 1.668 < t-table with a significance of  $0.097 > 0.05$ , so statistically X3 does not have a significant effect on Z, although the direction of the relationship remains positive.

In the second regression model, Organizational Culture (X1) shows a t-statistic of 13.261 with a significance of  $0.000 < 0.05$ , confirming that X1 has a significant positive effect on Employee Performance (Y). Leadership (X2) has a t-statistic of 7.291 and a significance of  $0.000 < 0.05$ , which means X2 makes a significant positive contribution to Y. Motivation (X3) in this model has a t-statistic of 3.746 and a significance of  $0.000 < 0.05$ , thus proving a significant positive effect on Y, which differs from the results in the first model. Finally, Job Satisfaction (Z) obtained a t-statistic of 11.167 with a significance of  $0.000 < 0.05$ , indicating that Z significantly influences Employee Performance (Y). Based on the mediation test results using the Sobel test, it was found that Job Satisfaction (Z) significantly mediates the relationship between Organizational Culture (X1) and Employee Performance (Y), as evidenced by a Sobel value of  $5.0298 > 1.96$ . This means that a positive

organizational culture not only has a direct impact on performance, but also an indirect one thru increased job satisfaction. A similar situation occurred in the relationship between Leadership (X2) and Employee Performance (Y), where the Sobel value of  $3.4330 > 1.96$  indicates that job satisfaction also significantly mediates the influence of leadership on performance. Conversely, in the relationship between Motivation (X3) and Employee Performance (Y), the Sobel value of  $1.6488 < 1.96$  indicates that job satisfaction does not significantly mediate this relationship. This finding indicates that the influence of motivation on performance in this research context occurs more dominantly directly without going thru job satisfaction.

Overall, these results indicate that Organizational Culture and Leadership consistently have a significant positive influence on both models, Motivation is only significant for Employee Performance, while Job Satisfaction plays an important role in improving performance. This finding strengthens the theory that cultural factors, leadership, and job satisfaction have a strategic contribution to achieving optimal performance in organizations.

## CONCLUSION

The analysis results show that Organizational Culture and Leadership have a significant positive influence on Job Satisfaction, while Motivation does not have a significant influence on Job Satisfaction. In testing Employee Performance, all three variables—Organizational Culture, Leadership, and Motivation—were proven to have a significant positive influence, as did Job Satisfaction, which made an important contribution to improving performance.

Based on the results of the mediation test using the Sobel test, it was

found that Job Satisfaction significantly mediates the influence of Organizational Culture on Employee Performance, as well as significantly mediates the influence of Leadership on Employee Performance. This indicates that a positive organizational culture and effective leadership not only have a direct impact on performance but also indirectly improve performance by increasing job satisfaction. Conversely, in the relationship between Motivation and Employee Performance, the mediation of Job Satisfaction was not proven significant, so the influence of motivation on performance occurs more dominantly directly.

This finding underscores that in the context of this research, employee performance improvement will be more optimal if the organization focuses on strengthening organizational culture, implementing supportive leadership styles, and creating high job satisfaction.

#### Advice

Based on the research results that have been conducted, the author provides several suggestions that are expected to improve employee performance. First, for PT Teguh Jaya Bina Sentosa, it is important to continue maintaining and strengthening a positive organizational culture by consistently instilling company values, creating a conducive work environment, and encouraging collaboration among employees. This step is relevant considering that organizational culture has been proven to have a positive influence on job satisfaction and employee performance. Second, for AKI University Semarang, the results of this research are expected to serve as additional reference in the development of literature and teaching materials, particularly in the field of human resource management. This finding can

be used as a case study in lectures to broaden students' insights into the influence of organizational culture, leadership, motivation, and job satisfaction on employee performance.

Additionally, this research can serve as a reference for students who wish to conduct further research on similar topics or develop other relevant variables. Third, for future researchers, it is recommended to expand the research object to companies with different types of industries, or to add variables such as organizational commitment, work environment, and compensation, so that a more comprehensive picture of the factors influencing employee performance can be obtained.

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