

THE INFLUENCE OF ORGANIZATIONAL CULTURE AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE WITH SATISFACTION WORK AS VARIABLES MEDIATION (Studies Case On CV. MDC Group Lamongan)

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Abstract. Human resources are the most important element in a company because employees play an active role in every change towards a better direction. This research aims to determine the influence of organizational culture and work motivation on employee performance, as well as the influence of both through job satisfaction. Using explanatory research methods with a quantitative approach and Partial Least Square (PLS) analysis via SmartPLS software, this research involved 88 CV employee respondents. The Lamongan MDC Group was selected using proportional random sampling technique and an error rate of 10%. Data was collected through questionnaires. The research results show that organizational culture has a significant positive effect on employee performance, while work motivation has a positive but not significant effect. However, both organizational culture and work motivation have a significant effect on employee performance through job satisfaction, emphasizing the importance of paying attention to organizational culture and work motivation to improve overall employee performance.

Keywords: culture organization, motivation work, performance employee, satisfaction work.

I. INTRODUCTION

Every day changes are changing more rapidly, making technological progress no longer inevitable. The development of technology has provided many conveniences and provided new ways for the development of human life activities. Technological advances also have an impact on human behavior, so that many innovations have been produced in the past few years whose benefits have been felt by the majority of society, such as Wardhana, Aditya. (2018) stated that social media or social networking is the platform most commonly used by people for various purposes. Indonesia is one of the countries with the largest internet users, with a population of 277.7 million and the number of internet users is approximately 77 percent of the total population of Indonesia. This means that 213.8 million people have used the internet, this number has increased by 1.03% compared to 2021 and has increased quite rapidly in the last five years in 2018, which was only 50 percent of the total population at that time. Dharmayanti, L. &. (2018).

The use of the internet is not only limited to utilizing information that can be accessed through this media, but can also be used as a means to carry out trade transactions with

new market places and a wide world business network that is not limited by time and place as expressed by (Anshari 2015) that digital marketing really helps companies reach wider consumers. After sales service is one of the company's strategies to attract its consumers. This service aims to make it easier for consumers if there is an error or unexpected problem with an item that we have purchased. The company provides this facility for its consumers free of charge as explained by (Cahya 2018) that after-sales is really needed by consumers. In the field of marketing, there are many things that must be considered apart from competition, as well as the development of product diversity, increasing consumer tastes, and the existence of new products being produced, for this reason companies are required to be able to face and resolve various existing problems. In facing problems that come from various directions, companies must be able to increase the effectiveness of all management in handling product marketing. This research aims to determine the influence of digital marketing and services full sell in online shopping against satisfaction Customers in the district Lamongan.

Rapid developments in the business world present challenges, threats and opportunities that require companies to adapt and innovate to face changes. The most important

element in a company is human resources, because employees are the spearhead in every organizational change for the better (Bedarkar & Pandita, 2014: 107). According to Khanifah & Palupiningdyah (2015:201), organizations need to continue learning in managing their human resources because employees are individuals with ideas, thoughts and attitudes. Ghoniyah & Masurip (2011:119) added that the human aspect is the key to organizational success in global competition. To achieve success, companies must pay attention to various aspects, especially optimizing employee performance. Khan et al. (2016:31) states that employee performance is the key for companies to compete. Organizations try various strategies to maintain employee performance, such as providing training, providing work facilities, and creating a pleasant work atmosphere (Osman et al., 2016: 572). One way to measure employee performance is to look at achievements or achievements that exceed targets (Anitha, 2014:309).

Nazir (2015:31) explains that organizational culture is reflected in the way of thinking, quality and standards used in the organization. Habib et al. (2014:215) states that organizational culture develops in accordance with organizational progress and is passed down over time. An organizational culture that is appropriate to change can improve organizational values. Research by Salain et al. (2021:66) and Sudaryana (2021:27) found that organizational culture has a significant positive effect on employee performance. However, research by Theresia et al. (2018:9) and Pawirosumarto et al. (2017:1347) found that organizational culture does not have a significant influence on employee performance, indicating that there are differences in research results that need to be retested.

Employee motivation also affects their performance. Rizwan et al. (2014:36) and Omollo (2015:88) state that good motivation improves employee skills and performance. Research by Al-Hawary & Banat (2017:54) and Paaïs & Pattiruhu (2020:579) found that motivation has a significant effect on employee performance. However, research by Katiandagho et al. (2014:1601) and Inaray et al. (2016:469) found that motivation does not have a significant influence on performance, so it is necessary to carry out research again.

Another factor that influences performance is job satisfaction. Oshagbemi (2012:108) and George (2015:317) state that job satisfaction is characterized by positive feelings towards work and company support. Research by Ja'faru et al. (2014:606) and Noor et al. (2016:14) shows that job satisfaction has a significant positive impact on employee performance. Alvi et al. (2014:36) and Tsai (2011:7) state that organizational culture has a significant effect on job satisfaction. Motivation also influences job satisfaction, as found in research by Putra and Frianto (2013:377) and Brahmasari and Suprayetno (2008:124).

CV. MDC Group Lamongan has proven that organizational culture and motivation have a significant positive effect on employee performance (Ashari, 2019:205). This company implements a work culture that prioritizes discipline, provides a regular work schedule, regular salary increases, and adequate facilities. Based on these findings, researchers are interested in further examining the influence

of organizational culture and motivation on performance with job satisfaction as a mediating variable in CV. MDC Group Lamongan Malang.

II. RESEARCH METHODS

The research approach used by researchers in this study is a quantitative approach. The sample in this research was 88 CV employees. MDC Group Lamongan. This research uses a proportional random sampling technique, considering the use of a proportional random sampling technique because employees are placed in various fields, where each field is an inseparable part. The instrument used to obtain data from respondents was a questionnaire whereas tool analysis used in study This using the Structural Equation Modeling (SEM) data analysis method.

III. RESULTS AND DISCUSSION

Based on the results of this research, it can be shown that the AVE Value Analysis is the value that each variable has. The criteria for the AVE value is that it must be more than 0.5. The AVE value is used to test the construct reliability and validity of each variable.

Table 2. AVE Value for Each Variable

Variable Study	AVE	$\sqrt{\text{AVE}}$
Culture Organization (X1)	0.697	0.835
Motivation (X2)	0.590	0.768
Satisfaction Work (Y1)	0.733	0.856
Performance (Y2)	0.659	0.812

Source: *Outputs SmartPLS*, processed researcher (2023)

Testing Hypothesis

Structural model testing is used to explain the relationships between variable in research. To test the hypothesis that has been proposed, you can seen from the magnitude of the t-statistic value and p-value. If the p-value is less of 0.05 then the hypothesis will be accepted. The basis used in testing The hypothesis is directly the output or value contained in the output path coefficients and indirect effects.

Refer on results Which there is on Table 3 can withdrawn conclusion that the organizational culture variable has a direct effect on the variable satisfaction Work with mark coefficient track -0.155 with direction negative i and sig 0.04 < 0.05. Organizational culture has a direct effect on performance with values The path coefficient is 0.769 with a positive direction and sig 0.00 < 0.05. Satisfaction work has no effect on performance with a path coefficient value of 0.032 with a positive direction and sig 0.90 > 0.05. Motivation has a direct effect on job satisfaction with a path coefficient value of -0.603 with direction negative i and sig 0.00 < 0.05. Motivation has no direct effect on performance with mark coefficient track as big as 0.108 with direction positive And sig 0.168 > 0.05.

Table 3. Results Testing Influence Direct

Variable Study	Original Samples (O)	Samples Mean (M)	Std. Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Culture Organization -> Satisfaction Work	-0.155	-0.152	0.075	2,075	0.038
Culture Organization -> Performance	0.769	0.775	0.062	12,465	0,000
Satisfaction Work -> Performance	0.032	0.034	0.094	0.338	0.736
Motivation -> Satisfaction Work	-0.603	-0.615	0.065	9,307	0,000
Motivation -> Performance	0.108	0.107	0.078	1,382	0.168

Source: Outputs SmartPLS, processed researcher (2023)

Influence Culture Organization on Performance Cultural Employees organization consists from 4 indicator, that is adjustment (X1.1), involvement (X1.2), objective (X1.3), And consistency (X1.4). Based on mark loading factors on indicator culture organization, mark highest fall on indicator consistency of BO15 items with a value of 0.902. So the consistency indicator is indicator Which most dominant in form variables culture organization. Results from calculation smartPLS show culture organization influential to performance employee, Which where culture organization show results mark coefficient track as big as 0.769. Results mark t-statistics obtained is $12.465 > 1.96$, with a p-value of $0.000 < 0.5$, so it can be said own influence positive And significant. By Because That, if The higher the organizational culture, the higher the level of performance employee. Vice versa, if the employee's performance is higher, then the more tall also culture his organization. Results findings from study This supported by results study Which done by Salain et al. (2021) And Sudaryana (2021), Which state culture organization influential positive significant on employee performance.

Influence Motivation to Performance Motivational Employees on study This consists from 2 indicator, ie motivation external (X2.1) and internal motivation (X2.2). based on loading factors on indicators motivation, the highest value falls on the internal workers themselves. It was visible with the highest loading factor value in the internal motivation indicator as big as 0.795, with items indicator "enhancement quality Work". So that indicator motivation internal is indicator Which most dominant in form variable motivation. Based on results the, can concluded that PG employees. Kebon Agung has high enthusiasm for work, Because have a quality improvement orientation in work.

Results from calculation smartPLS show motivation No has an effect on employee performance, because it is based on calculation output obtained mark coefficient track as big

as 0.18, with mark t-statistics as big as $1.382 < 1.96$ with a p-value of 0.168. So it can be concluded that motivation No influence on performance employee CV. MDC Group Lamongan. The results of this research are in line with research conducted by Katiandagho et al. (2014:1601) in his research said no There is significant influence between motivation and employee performance. Likewise with study from Inaray et al. (2016:469) Which disclose that motivation No influential significant on performance employee. Motivation itself according to Iriani (2010:562) is an effort or efforts made by someone in order to achieve a goal influenced by exists need from somebody That Alone. Need is something that must be fulfilled, where someone will be encouraged For do something sake fulfil these needs.

Influence Culture Organization to Performance Employee with Satisfaction Work as a Variable Mediation . Talks about fulfillment work Which mediate impact organizational culture in implementation is to answer plans and problems theory exploration Which state that satisfaction Work is variable intervening between cultural impact organization on performance.

In accordance with the results of statistical testing on organizational culture variables on employee performance through job satisfaction, the calculated t value was $3.565 > 1.96$ with sig $0,000 < 0.05$. This means culture organization influential in a way No direct to performance employee through satisfaction Work as variable mediation.

Variable culture organization on study This formed through 4 indicator, that is adjustment (X1.1), involvement (X1.2), objective (X1.3), And consistency (X1.4). Based on the loading factor value on the organizational culture indicator, value The highest falls on the BO15 item consistency indicator with a value of 0.902. So that the consistency indicator is the most dominant indicator in forming variable culture organization.

The job satisfaction variable in this research is formed through 6 indicators, namely the job itself (Y1.1), salary or rewards (Y1.2), promotions (Y1.3), supervision from superiors (Y1.4), colleagues (Y1.5), and working conditions (Y1.6). From the sixth These indicators as a whole have a loading factor value of > 0.5 means whole indicator the has fulfil convergent validity. As for The most dominant indicator is salary or compensation with a loading factor value of 0.916. Based on this, the salary or reward indicator is an indicator Which most dominant in form a satisfaction variable Work.

The performance variable in this research is formed through 5 indicators, namely quantity of results (Y2.1), quality of results (Y2.2), timeliness (Y2.3), presence (Y2.4), and ability to collaborate (Y2.5). Of the five indicators the in a way whole own mark loading factors > 0.5 Which means whole indicator the has fulfil convergent validity. As for indicator Which most dominant is quantity from results as big as 0.868. So the quantity indicator of the results is the most dominant indicator form performance variables.

Results than findings study This support study Which has conducted by Syauta et al. (2012:74) in their research confirms that there is influence significant between culture organization And performance employee through satisfaction

Work And Wahyuni et al. (2016:201) Which state culture organization has a significant positive influence on employee performance through satisfaction Work.

The Effect of Motivation on Employee Performance and Job Satisfaction as Based Mediation Variables results testing statistics on variable motivation to Employee performance through job satisfaction obtained a calculated t value of $3.594 > 1.96$ with sig $0,000 < 0.05$. So that can concluded that motivation influential in a way No direct And significant to performance through satisfaction Work as mediating variable.

The motivation variable in this research is formed by 2 indicators, namely external motivation (X2.1) and internal motivation (X2.2). based on loading factors In terms of motivation indicators, the highest value falls on the employees themselves. Matter That seen with mark loading factors highest Which is at on indicator motivation internal of 0.795. So internal motivation is the most important indicator dominant in forming motivation variables.

The job satisfaction variable in this research is formed through 6 indicators, namely the job itself (Y1.1), salary or rewards (Y1.2), promotions (Y1.3), supervision from superiors (Y1.4), colleagues (Y1.5), and working conditions (Y1.6). From the sixth These indicators as a whole have a loading factor value of > 0.5 means whole indicator the has fulfil convergent validity. As for The most dominant indicator is salary or compensation with a loading factor value of 0.916. Based on this, the salary or reward indicator is an indicator Which most dominant in form a satisfaction variable Work.

The performance variable in this research is formed through 5 indicators, namely quantity of results (Y2.1), quality of results (Y2.2), timeliness (Y2.3), presence (Y2.4), And ability cooperate (Y2.5). From fifth indicator

the in a way whole own mark loading factors > 0.5 Which means whole indicator the has fulfil convergent validity. As for The most dominant indicator is the quantity of results of 0.868. So that the quantity indicator of the results is the most dominant indicator form performance variables.

The findings of this research are in line with and strengthen research which has been done by Brahmasari and Suprayetno (2008:124) explains Job satisfaction can mediate the impact of work motivation on performance. Research results This shows that work motivation cannot be influenced directly on performance if not affected by satisfaction Work employee.

II. CONCLUSION

This research shows that organizational culture has a significant positive influence on CV employee performance. MDC Group Lamongan, shows that the better the workplace culture, the better the employee performance. Work motivation also has a positive effect on performance, but it is not significant. Apart from that, organizational culture and work motivation have a positive and significant influence on employee performance when job satisfaction is used as a mediating variable.

Based on these results, it is recommended that CV. MDC Group Lamongan pays attention to and maintains the organizational culture that has been formed because it has a positive influence on employee performance. Apart from that, the company is expected to increase employee work motivation, which is currently still low. Future researchers are advised to add other variables outside this research to enrich academic studies and obtain more varied results.

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