

# THE INFLUENCE OF WORK MOTIVATION AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE THROUGH JOB SATISFACTION AS AN INTERVENING VARIABLE IN PT. TWC BOROBUDUR, PRAMBANAN, AND RATU BOKO (PRAMBANAN UNIT)

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**Abstract.** The goal of this research was to examine the relationship between work motivation, organizational culture, and employee performance at PT Taman Wisata Candi Borobudur, Prambanan, and Ratu Boko (Prambanan Unit) by using job satisfaction as a moderator. Specifically, questionnaires were employed to obtain quantitative data for this investigation. A quota sampling technique was used to choose a sample of 38 organic workers to represent the entire population. T-test, F-test, simple linear regression, multiple linear regression, and path analysis are all used to analyze the data collected. The findings revealed a good relationship between work motivation and Job Satisfaction and Employee Performance, as well as a positive relationship between Organizational Culture and Job Satisfaction but a negative relationship between Organizational Culture and Employee Performance. Job satisfaction has been proven to solely operate as a mediator between job motivation and worker productivity. The findings of this study raise intriguing questions for further investigation into the reasons why Organizational Culture in high-performing state-owned enterprises does not positively affect Employee Performance.

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

## I. INTRODUCTION

The success of the business is tied to the efforts of its employees. An individual's level of contribution to an organization may be affected by their performance [1]. Measurement of an employee's performance is the sum of their accomplishments in carrying out their duties over a given time frame [2]. Employee performance is evaluated by the outcomes they produce while carrying out their assigned tasks [3]. Employee performance is a key factor that can aid the process of accomplishing a company's goals, as suggested by the definition provided. The degree to which workers are motivated to succeed influences how well the organization meets its objectives. The phrase "motivation" refers to the inner drive that propels an individual to take action, focus their efforts in the right direction, and keep going even when things get tough [4]. A person's motivation at work is the driving force behind his or her concentration, focus, and determination to succeed [5]. An alternative definition of motivation at work is a set of beliefs that, when combined, push an individual to act in ways that help them reach their goals [6]. Based on the different definitions provided, it is clear that motivation at work is any sort of encouragement that pushes an individual toward the accomplishment of organizational objectives. The success of an organization's initiatives is influenced by its culture. The concept of "organizational culture" is a relatively recent development, with the goal of developing a shared

understanding among employees [5]. Members' actions and interactions, as well as their approach to work, are all shaped by an organization's culture. An environment helpful to enhancing both individual and group performance will be fostered by this culture [7]. The importance of a unique company culture in achieving business objectives should not be underestimated. Workers that are happy in their jobs are more likely to help the business succeed. Having a positive outlook on one's work as a result of one's own evaluation and experience is what's known as "job satisfaction." [8]. In addition, many people have positive feelings about their occupations notwithstanding the discrepancy between their actual and ideal bonus pay [9]. In this way, it can be stressed that workers can experience happiness on the job when they have completed their tasks thoroughly and effectively, yielding the finest potential outcomes. Employee performance can be influenced by work motivation, which in turn is influenced by job happiness. Previous studies by Amalia et al. have found a favorable and significant connection between work motivation and employee performance via job satisfaction [10]. Job contentment was proven to be a positive and substantial predictor of both employee productivity and job satisfaction Nelly and Erdiansyah [11]. Both positive and negative effects of work motivation on employee performance through job satisfaction are found in the studies conducted by Fahmi et al. and Nurperinayati [12] [13]. The purpose of this research is to

demonstrate that work motivation does, in fact, positively affect employee performance by way of job satisfaction. Moreover, study by Gunawan and Hartono indicates a positive and strong relationship between organizational culture and employee performance via job satisfaction [14]. The studies by Ramadhani and Setiawati and Nurperinayati are also impacted negatively. The findings suggest that work satisfaction has both positive and negative effects on organizational culture and performance. The purpose of this research was to determine if there is a link between a happy work environment and increased productivity among employees [15] [13]. This is the primary rationale behind the idea that job satisfaction might serve as a moderator between work incentive characteristics and company culture and performance. Workers at PT Taman Wisata Candi Borobudur, Prambanan & Ratu Boko (Persero), or PT TWC for short, would be the target audience for this study. This state-owned company was founded on July 15, 1980, with the goals of expanding into related tourism businesses, as well as applying the principles of Limited Liability Company to maximize the output of the Company's resources in order to create superior products at competitive prices. Therefore, the purpose of this research is to determine whether or not PT Taman Wisata Candi's organic personnel are affected by work motivation and organizational culture on performance.

## II. RESEARCH METHODS

The researchers in this study took a quantitative approach, collecting data by surveying the staff at an organic food company. Employees of the Prambanan Temple Tourism Park Unit Office on Jl. Yogyakarta - Solo Km.16, Prambanan, Klaten, Central Java were surveyed for this study. In this study, we used a quota sampling method to select 38 individuals at random from the population of all organic employees at PT TWC Unit Prambanan.

## III. RESULTS AND DISCUSSION

This section reports on studies conducted at PT TWC Borobudur, Prambanan, and Ratu Boko (Prambanan Unit) to determine the effect of work motivation and organizational culture on employee performance through the mediating role of job satisfaction. The following are the study's findings:

### *The Effect of Work Motivation and Organizational Culture on Employee Performance*

Results from a regression analysis of work motivation and organizational culture's effects on employee performance shows that the work motivation variable has a significance level of 0.0030.05, whereas the organizational culture variable has a significance level of 0.0250.05. These findings demonstrate that both work motivation and organizational culture have positive and substantial effects on performance at PT TWC Unit Prambanan, but that the latter has a negative and significant effect on the former. The findings of this study corroborate those of Maryani et al. and other researchers who have found that employee motivation has a favorable and significant impact on workplace performance. Differences

were observed in the industry, population, samples, and analytical instruments employed, whereas commonalities were found in the variables of job motivation and employee performance [16]. Not to mention the fact that prior research has shown that company culture has a negative and negligible impact on productivity. The company's "adaptive" culture has failed because it has not fully recognized the possibility that employee performance will be negatively impacted by innovation failure. An increase in organizational cultural value is not necessarily followed by excellent employee performance, according to research by Fahmi et al. which indicates a path coefficient value of -0.064 (negative) [12].

### *The Effect of Work Motivation and Organizational Culture on Job Satisfaction*

Below displays the findings of a regression analysis of work motivation and organizational culture on job satisfaction. shows that the significance level for the organizational culture variable is  $0.001 < 0.05$ , whereas the significance level for the work motivation variable is  $0.008 < 0.05$ . These findings demonstrate that both work motivation and organizational culture have positive and statistically significant effects on job satisfaction for employees at PT TWC Unit Prambanan. This research lends credence to prior studies showing a positive and statistically significant relationship between intrinsic motivation and contentment in one's employment. Pranitasari and Saputri have already completed similar research using similar variables, analytical tools, and research techniques. The discrepancies emerged in sample size and research site [17]. These results also corroborate other studies which found that working for a good company might boost one's happiness at work. Serinkan and Kiziloglu (2021) are just two of the researchers whose investigations have identified correlations between corporate culture and work satisfaction. Similarly, both sets of analysis tools and procedures are identical. Location and total number of responders explain the variations [18].

### *The Effect of Job Satisfaction on Employee Performance*

In this section, the results of job satisfaction regression on employee performance shows that the work satisfaction variable has a significance level of  $0.166 > 0.05$ . These findings indicate that job happiness at the PT TWC Prambanan Unit has little bearing on productivity. This study's findings corroborate those of earlier studies which found no correlation between job happiness and productivity. Because of the dynamic fall in performance in post-covid-19 enterprises, the tourism industry suffered, and consequently so did worker welfare. Yusuf is among others who have done similar study. Employee performance was found to be unrelated to job satisfaction (p-value  $0.187 > 0.05$ ), which was measured by factors such as salary, job security, and environmental perks. A.A.P. Palembang (Alwi Assegaf) [19].

### *The Influence of Work Motivation and Organizational Culture on Employee Performance through Job Satisfaction as an Intervening Variable*

Here, we report findings from an investigation into how job satisfaction serves as an intermediary between workers' intrinsic drive on the job and their organization's culture and output. Using job satisfaction as a moderator to examine the

effects of intrinsic motivation at work and company culture on productivity. The first step is to use the Path test to investigate whether or not job satisfaction acts as a moderating factor between work motivation and employee output. The following are the steps that can be taken to complete the calculation. Work motivation on job satisfaction should be analyzed first, followed by an examination of the effects of both on productivity in the workplace. You can view the outcomes of the regression analysis shows that the standardized coefficient beta for work motivation is 0.625, making it a P2(a) variable. The formula for linear regression is presented here:

$$Z = \alpha + b_1X_1 + E$$

$$Z = 0.634 + 0.781X_1 + E \tag{1}$$

Furthermore, the outcomes of a regression analysis linking worker motivation, job satisfaction, and productivity, which are these According to the data in the table above, the beta for work motivation is 0.342, making it P1(c), whereas the beta for job satisfaction is 0.016, making it P3(b). Here is the form of the equation used in multiple linear regression analysis:

$$Y = \alpha + b_1X_1 + b_2Z + E$$

$$Y = 2.797 + 0.281X_1 + 0.010Z + E \tag{2}$$

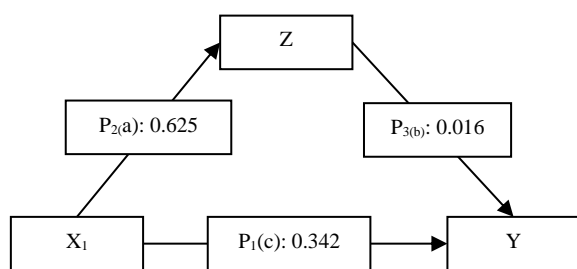


Figure 1. Analysis of Work Motivation Path (X1) on Employee Performance (Y) through Job Satisfaction (Z)

Using the following calculation, which involves multiplying the paths from work motivation to job satisfaction and from job satisfaction to employee performance, we can see the indirect influence of this variable on employee performance.  $0.781 \times 0.010 = 0.007$ . Next, the computation of the variance values of e1 and e2 is carried out. The formula for determining the variance value (e) is:

$$e = \sqrt{1 - R^2} \tag{3}$$

The  $R^2$  value in the regression of work motivation to job satisfaction and the regression of work motivation and job satisfaction to employee performance is obtained from the summary model, the results of the aforementioned test reveal the following values for the variances (e1) and (e2) of job satisfaction (Z) and employee performance (Y), respectively, that cannot be accounted for by X1 (work motivation) alone and X2 (job satisfaction plus employee performance):

$$e_1 = \sqrt{1 - R^2} \quad e_2 = \sqrt{1 - R^2}$$

$$e_1 = \sqrt{1 - 0.391} \quad e_2 = \sqrt{1 - 0.124}$$

$$e_1 = 0.780 \quad e_2 = 0.935 \tag{4}$$

Using job satisfaction as an intermediary variable, this study used the Sobel test to examine the impact of intrinsic motivation on workers' output. Therefore, the following formula for calculating t-count requires knowledge of the mean value of indirect influence error:

$$Sab = \sqrt{b^2 sa^2 + a^2 sb^2 + sa^2 sb^2}$$

$$Sab = \sqrt{0.016^2 \cdot 0.163^2 + 0.625^2 \cdot 0.134^2 + 0.163^2 \cdot 0.134^2}$$

$$Sab = 0.086 \tag{5}$$

The significance of indirect influence can be examined by contrasting the t-count with the t-table. An indirect impact is regarded statistically significant if the t-count is larger than the t-table. The following formula is used to do a t-test:

$$t\text{-count} = \frac{ab}{Sab}$$

$$t\text{-count} = \frac{(0.625)(0.016)}{0.086}$$

$$= 0.116 \tag{6}$$

The t-count is calculated to be 0.116, as seen above. Using  $N = 38$  and a significance level of 0.05, the t-table value is 2.024. Therefore, since the influence value of the job satisfaction variable in mediating the relationship between the work motivation and the employee performance variables is less than the t-table value (0.116 2.024), we can conclude that the job satisfaction variable is not significant. As a result, the link between employee motivation and performance at work cannot be mediated by job satisfaction. This is because employee performance has declined since covid-19, thereby impacting welfare. Employees are motivated in the real world by the rewards they receive for achieving annual goals. This confirms the results of a study by Nurperinayati (2021), who discovered that job satisfaction characteristics do not moderate the relationship between employee motivation and performance on the job [13]. The next step is to use the Path test to investigate whether or not job satisfaction acts as an intermediary between company culture and employee performance. The following procedures will allow you to complete the calculation.

Perform a regression analysis of organizational culture on work satisfaction and another of job satisfaction on employee performance. The table below displays the outcomes of the regression analysis. The results of the regression show that organizational culture has a beta value of 0.760, which is transformed into the parameter P2(a). This equation takes the following form:

$$Z = \alpha + bX_2 + E$$

$$Z = 1.541 + 0.592X_2 + E \tag{7}$$

In addition, the effects of salary regression and work satisfaction on productivity are detailed below The regression findings reveal that organizational culture achieves a beta of -0.695, which will become P1(c), and that job satisfaction obtains a beta of 0.758, which will become P3(b). Here is the form of the equation used in multiple linear regression analysis:

$$Y = \alpha + b_1X_2 + b_2Z + E$$

$$Y = 3.447 - 0.695X_2 + 0.758Z + E \tag{8}$$

Multiplying the X2-Z path with the Z-Y path yields the following estimate for the indirect effect of organizational culture on employee performance via job satisfaction:  $0.592 \times 0.499 = 0.295$ . The next thing to do is to determine the variance e1 and the variance e2 values. The following equation can be used to determine the variance value (e):

$$e = \sqrt{1 - R^2} \tag{9}$$

From the summary model table, we calculated the R2 for the regression of organizational culture on work satisfaction as well as the regression of organizational culture on job satisfaction and employee performance. This section provides a table summarizing the model, Based on the results of the aforementioned analysis, we can calculate the following values for the unexplained variance (e1) in the variable job satisfaction (Z) and the unexplained variance (e2) in the variable employee performance (Y):

$$\begin{aligned} e_1 &= \sqrt{1 - R^2} & e_2 &= \sqrt{1 - R^2} \\ e_1 &= \sqrt{1 - 0.557} & e_2 &= \sqrt{1 - 0.257} \\ e_1 &= 0.650 & e_2 &= 0.861 \end{aligned} \tag{10}$$

In this analysis, we used Sobel tests to determine whether or not job satisfaction acts as a moderator between organizational culture and performance. The formula for determining the t-count requires the usual value of indirect influence error.

$$\begin{aligned} Sab &= \sqrt{b^2 sa^2 + a^2 sb^2 + sa^2 sb^2} \\ &= \sqrt{0.758^2 0.084^2 + 0.760^2 0.148^2 + 0.084^2 0.148^2} \\ &= 0.129 \end{aligned} \tag{11}$$

The significance of indirect influence can be examined by contrasting the t-count with the t-table. An indirect impact is regarded statistically significant if the t-count is larger than the t-table. The following formula is used to do a t-test:

$$\begin{aligned} \text{t-count} &= \frac{ab}{Sab} \\ \text{t-count} &= \frac{(0.760)(0.758)}{0.129} \\ &= 4.465 \end{aligned} \tag{12}$$

A t-count of 4.465 was found using these parameters. Then, the value from the t-table is compared to the one from the t-count. Using N = 38 and a significance level of 0.05, we get a t-table value of 2.024. Considering that  $4.465 > 2.024$ , we can conclude that the job satisfaction variable, in its role as a mediator between the organizational culture factors and the employee performance variables, is statistically significant. Therefore, organizational culture has a large and beneficial impact on productivity as measured by contentment with one's work. This study corroborates the findings of Gunawan and Hartono (2022), who discovered that work contentment can moderate the effect of company culture on performance. Organizational culture, employee performance, and job satisfaction are all employed as independent variables, as they were in a comparable study. SPSS is also used to handle analytical tools and research approaches. What sets these two

types of research apart is the subject matter and the types of participants [14].

### III. CONCLUSION

Evidenced by the findings of the investigation. Multiple inferences suggest that: Work motivation has a big and favorable effect on productivity. company culture has a major, unfavorable effect on productivity. Third, inspiration at work significantly raises happiness on the job. The culture of a firm has a substantial and beneficial effect on employee happiness. Job happiness has a small but favorable effect on productivity. employees' work motivation does not influence their job satisfaction. job contentment acts as a buffer between the impact of company culture on productivity and the worker. Researchers analyzed data and conferred on the study's findings before making recommendations to PT TWC Borobudur. Both Prambanan and Ratu Boko (Prambanan Unit) have potential to contribute to the long-term health of the business. including: To boost employee motivation, businesses should monitor key performance indicators related to employees' level of tenacity. As a result, businesses need to think about the issue of employee persistence, particularly with regard to training and development for the company's future success, as the employee persistence score is lower than other indicators. If workers are inspired to learn and grow in their roles, it will have a positive effect on the longevity of the business. to enhance the existing culture of the company. Businesses should make it easier for workers to speak up and take creative risks. Additionally, businesses are more open to the idea of failing at innovation. In addition, the business can demonstrate a results-driven culture by providing incentives to workers who achieve results beyond expectations. Employee morale will increase as a result. the quality of employees, especially their resilience in the face of adversity at work, should be prioritized by the organization in its quest to boost employee output. Employees can feel more invested and accustomed to conquering challenges and dangers on the job if their managers consistently instill confidence in them to do so. The fairness of compensation in relation to employees' abilities and workloads is an important factor in boosting employee satisfaction on the job. That way, morale at work will be boosted, and the company's objectives will be more likely to be achieved.

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