

# THE INFLUENCE OF TRAINING AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE THROUGH JOB SATISFACTION AS AN INTERVENING VARIABLE AT PT XYZ IN BANDUNG

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**Abstract.** The goal of this research is to examine the relationship between training, organizational culture, to employee performance at PT XYZ in Bandung via the moderating effect of job satisfaction. In this quantitative study, questionnaires were sent online using Google Forms to collect data. Using a stratified random sample technique, we selected 40 employees from a population of 40. The t-test, the F-test, simple and multiple linear regression analysis, and path analysis all play roles in the study's analysis procedure. The results showed that training had an effect on employee performance while organizational culture had no effect on performance, training had no effect on job satisfaction, while organizational culture had a positive effect on job satisfaction, job satisfaction had a positive and significant effect on employee performance, job satisfaction was not able to mediate the relationship between training and organizational culture on employee performance at PT XYZ in Bandung.

**Keywords:** Employee Performance, Job Satisfaction, Organizational Culture, Training

## I. INTRODUCTION

The effectiveness of employees has an influence on the success of the business. Employee performance is defined as actions taken by workers that impact superiors [1]. Performance is the end result of an employee's efforts to fulfill his duties consistently with those that have been assigned to him [2]. Employee performance as a result that individuals produce during the performance of their work as a direct result of the individual talents, abilities, and opportunities they have. Employee performance seen from several definitions discussed is an initiative taken by workers to improve their ability at work [3]. Staff productivity increases with proper training. Training is a short stage of education through an organized and structured method to teach workers who are not in a position of knowledge management and technical skills specific to a particular task [2]. Meanwhile, training is defined as the process of improving employee work skills to achieve company goals [4]. Meanwhile, training is the process of providing knowledge and abilities that are important for one's performance in his new position [5]. From what has been discussed, it is clear that training is a method to improve the ability of workers so that they can maximize and optimize their contribution more effectively to the success of the organization through the work they do. Organizational culture also affects the output of each employee. Robbins states that a unique and widely held set of beliefs and values in employees is called organizational culture [6]. Organizational culture as a distinctive pattern of norms, values, and assumptions that shape events, symbols, language, and activities to socialize employees in an organization [1]. Meanwhile, Armstrong said that organizational culture is a pattern of assumptions, attitudes, beliefs, norms, or unwritten values that can create a person's way of behaving in a company/organization. Therefore, it can

be said that organizational culture is a unique character that characterizes or differentiates between companies [7].

Job satisfaction, on the other hand, is defined as sensations that help or hinder an employee's sense of identity in relation to his job or his current situation [2]. A person's state of mind at work (whether they are happy, satisfied, etc.) is the best indicator of the level of job satisfaction. Some of these definitions highlight the fact that job satisfaction is an individual's subjective experience of satisfaction with his job [8]. Training can impact employee performance through job satisfaction. Based on the results of previous research, there is a positive and significant influence on training on employee performance through job satisfaction conducted by, Nurani et al., Prayatni et al., Lestari et al., and Winenriandhika and Efendi prove that training affects employee performance significantly and positively [9] [10] [11] [12]. While Prasetya et al.'s research states that there is a negative and insignificant influence on employee performance through job satisfaction. It can be concluded that training on employee performance through job satisfaction has a positive influence [13]. This study wanted to prove whether training on employee performance through job satisfaction has a positive influence. In addition, studies by Fahmi et al., Syardiansah et al., and Ridlwan et al. show that through measuring job satisfaction, it is known that employee performance is positively or significantly influenced by organizational culture [14] [15] [16]. The research of Nelly and Erdiansyah as well as Ramadhani and Setiawati also had a negative impact [17] [18]. This research shows that both positive and negative aspects of corporate culture have an impact on employee performance. The research aimed to determine whether job satisfaction was a reliable predictor of employee success in the workplace.

The research will be addressed to employees of PT XYZ. PT XYZ is a paint and building materials industry company that has been established since August 21, 1973 which is located at Jalan Industri II No 8 Leuwigajah Cimahi. PT XYZ produces Pigment Paste, Chemical Construction, Decorative Water Based, Solvent Based, and automotive paint. In 2010 PT XYZ had 32 branches throughout Indonesia with the number of Depot 3 with the Eastern Indonesia market as a business development area. This study was conducted to get answers to the influence of training and organizational culture on employee performance through job satisfaction as an intervening variable of PT XYZ employees in Bandung.

II. RESEARCH METHODS

This study used a quantitative approach. The research was conducted at PT XYZ, a manufacturer of paints, adhesives and building chemicals located on Jalan Industri II No. 8 Leuwigajah Cimahi. Forty staff members of PT XYZ were sampled for this investigation. Saturated sampling will be used, and the study sample may include as many as 40 people from PT XYZ. Questionnaires are used to collect information. The data obtained were then tested for multicollinearity, normality, heteroscedasticity, and validity. Researchers then analyzed the data that had been tested through path analysis, simple linear regression, and multiple through SPSS ver 27.0.

III. FINDINGS AND DISCUSSION

This section will detail the outcomes of a study conducted on the relationship between training, organisational culture, and employee performance in PT XYZ in Bandung, with work satisfaction serving as an intermediate variable. The following are the results of this study:

*The Effect of Training and Organizational Culture on Employee Performance*

In table 1 below, you'll see the outcomes of our regression analysis on training and organizational culture for employee performance.

Table 1. Multiple Linear Regression Result I

Model	Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.
	B	Std. Error			
1 (Constants)	2.270	0.709		3.203	0.003
Training	0.630	0.182	0.618	3.463	0.001
Organizational Culture	-0.149	0.214	-0.124	-0.695	0.491
a. Dependent Variable: Employee Performance					

Referring to the data presentation above, the researcher emphasized that training positively and significantly affects productivity at PT XYZ Bandung, but corporate culture does not have a visible impact on productivity because the P value in training is 0.001<0.05 however, organizational culture variables have as many P values as 0.491>0.05.

*The Effect of Training and Organizational Culture on Job Satisfaction*

Table 2 below displays the outcomes of a regression analysis of training and organisational culture based on their level of job satisfaction.

Table 2. Multiple Linear Regression Result II

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constants)	0.464	0.410		1.131	0.265
Training	0.070	0.105	0.079	0.664	0.511
Organizational Culture	0.810	0.124	0.778	6.538	0.000
a. Dependent Variable: Job Satisfaction					

Referring to the presentation of the data above, the researcher emphasized that training does not have a significant effect on job satisfaction at PT XYZ Bandung, but organizational culture positively and significantly affects job satisfaction at PT XYZ Bandung because the P value in training is 0.511>0.05 but the organizational culture variable has a P value of 0.000<0.05.

*The Effect of Job Satisfaction on Employee Performance*

Results from a regression analysis of job satisfaction on productivity are shown in table 3 below.

Table 3. Simple Linear Regression Results

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constants)	2.292	0.705		3.250	0.002
Job Satisfaction	0.466	0.171	0.404	2.726	0.010
a. Dependent Variable: Employee Performance					

The significant level for job satisfaction measures according to the data above is 0.010<0.05. This finding shows that job satisfaction at PT XYZ Bandung has a positive and statistically significant influence on productivity.

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

Findings from research on how training and company culture affect productivity, with job satisfaction serving as a moderation influence. The first step in determining whether training and/or organizational culture has an impact on performance in the workplace or not is to examine the impact of training on performance can be done using the Path test which acts as an intervening. The steps to perform the calculation are as follows. As a first step, check the impact of job satisfaction and training on worker productivity with a regression analysis. The table below displays the outcomes of the regression analysis.

Table 4. Results Of Training Regression On Job Satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.
	B	Std. Error			
1 (Constants)	2.047	0.479		4.271	0.000
Training	0.508	0.117	0.575	4.328	0.000

a. Dependent Variable: Job Satisfaction

The standardization of the beta coefficient that functions as P<sub>2</sub>(a) according to the data presented above is 0.575 after training. The equation for linear regression is as follows:

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

$$Z = 2.047 + 0.508X_1 + E \tag{1}$$

Regarding the impact of training and job satisfaction on employee performance, regression analysis yielded the following findings:

Table 5. Results Of Training Regression And Job Satisfaction On Employee Performance

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constants)	1.646	0.694		2.373	0.023
Training	0.466	0.171	0.458	2.733	0.010
Job Satisfaction	0.163	0.193	0.141	0.844	0.404

a. Dependent Variable: Employee Performance

The presentation of the data above proves that the training obtained a standard beta coefficient of 0.458 which acts as P<sub>1</sub>(c) and job satisfaction showed a standard beta coefficient of 0.141 which became P<sub>3</sub>(b). Here's the equation:

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

$$Y = 1.646 + 0.466X_1 + 0.163Z + E \tag{2}$$

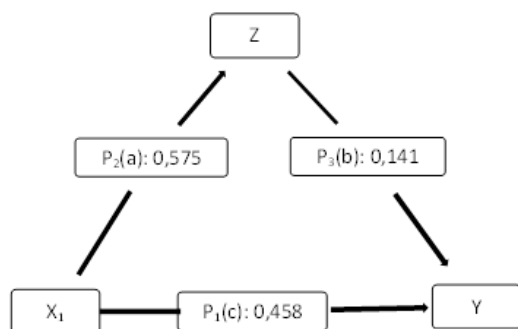


Figure. 1 Analysis of Training (X<sub>1</sub>) to Employee Performance (Y) through Job Satisfaction (Z)

The following is the calculation result of the equation above: 0.508 x 0.163 = 0.082. The variance values e<sub>1</sub> and e<sub>2</sub> are then determined. Using this equation, we can determine the value of variance (e):

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

From the model summary table for each regression, we can calculate the R<sup>2</sup> value for each training regression on job

satisfaction and training regression and job satisfaction on employee performance:

Table 6. Model Summary I

Model Summary				
Model	R	R square	Adjusted R square	Std. Error of the Estimate
1	0.575	0.330	0.313	0.34541

a. Predictors: (Constant), Training

b. Dependent Variable: Job Satisfaction

Table 7. Model Summary Ii

Model Summary				
Model	R	R square	Adjusted R square	Std. Error of the Estimate
1	0.551	0.304	0.267	0.41079

a. Predictors: (Constant), Job Satisfaction, Training

b. Dependent Variable: Employee Performance

The unaccounted variance value (e<sub>1</sub>) in Z, X<sub>1</sub> which does not explain the measure of job satisfaction, the measure of training, as well as the uncalculated variance (e<sub>2</sub>) in Y, the measure of employee performance, are both obtained from the above tests:

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

$$e_1 = \sqrt{1 - 0,330} \qquad e_2 = \sqrt{1 - 0.304}$$

$$e_1 = 0.818 \qquad e_2 = 0.834 \tag{4}$$

The Sobel test is used to determine if training has a positive influence on employee performance, controlling for factors such as job satisfaction. The t-count for this test is calculated using the following formula, which requires knowledge of the standard error value of indirect effects:

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

$$Sab = \sqrt{0,141^2 0,117^2 + 0,575^2 0,193^2 + 0,117^2 0,193^2}$$

$$Sab = 0.114 \tag{5}$$

Researchers find the significant influence or absence of a data through a comparison of the value of t-count and t-table where if the t-count value exceeds the t-table, it is declared to have an indirect and significant effect. The t-calculate formula for statistical testing is as follows:

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

$$t\text{-count} = \frac{(0,575)(0,141)}{0,114}$$

$$= 0.711 \tag{6}$$

As a result of previous calculations, researchers confirmed that there was no significant effect between training (X<sub>1</sub>) and employee performance (Y) mediated by job satisfaction (Z) because the t-count was found to be 0.711. With a sample size of 40, the t-table value is 2.021, and the significance level is 0.05 so the t-count value (0.082) < the t-table value (2.021). It can be said that the Path test can be used to investigate whether there is a correlation between all

variables. The steps to perform the calculation are as follows. Starting with an analysis of the impact of organizational culture on job happiness, continued with one of the impacts of organizational culture and job satisfaction on the productivity it produces. The table below shows the results of the regression analysis.

Table 8. Results Of Organizational Culture Regression On Job Satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)	0.529	0.395		1.340	0.188
Organizational Culture	0.862	0.095	0.828	9.101	0.000

a. Dependent Variable: Job Satisfaction

Table 8 shows that organizational culture is P<sub>2</sub>(a) with a beta standardization coefficient of 0.828. The equation for linear regression is as follows:

$$Z = \alpha + b_1X_2 + E$$

$$Z = 0.529 + 0.862X_2 + E \tag{7}$$

In addition, it is the result of regression of organizational culture and job satisfaction that affects employee performance:

Table 9. Results Of Regression Of Organization Culture And Job Satisfaction On Employee Performance

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)	2.511	0.763		3.291	0.002
Organization Culture	-0.247	0.319	-0.206	0.776	0.443
Job Satisfaction	0.662	0.306	0.575	2.163	0.037

a. Dependent Variable: Employee Performance

The standard beta coefficient for organizational culture is -0.206, making it P<sub>1</sub>(c), while the standard beta coefficient for job satisfaction is 0.575, making it P<sub>3</sub>(b). Here's the equation:

$$Y = \alpha + b_2X_2 + b_2Z + E$$

$$Y = 2.020 - 0.247X_2 + 0.662Z + E \tag{8}$$

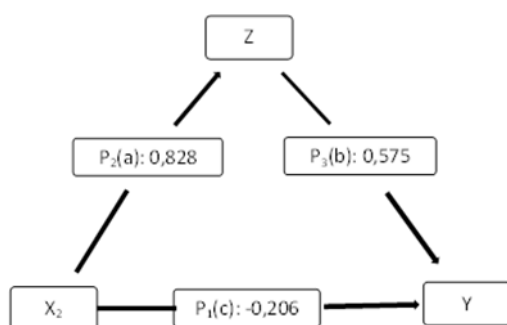


Figure. 2 Analysis of Organizational Culture (X<sub>2</sub>) to Employee Performance (Y) through Job Satisfaction (Z)

The indirect influence of organizational culture on employee performance mediated by job satisfaction can be seen

through the flow of pathways presented above. Then the calculation result of the previous equation is: 0.862 x 0.662 = 0.570. The variance values e<sub>1</sub> and e<sub>2</sub> are then determined. Using this equation, we can determine the value of variance (e):

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

From the summary model table of each regression, we can calculate the R<sup>2</sup> value for the regression of each variable presented below:

Table 10. Model Summary I

Model	R	R Square	Adjusted R square	Std. Error of the Estimate
1	0.828	0.685	0.677	0.23668

a. Predictors: (Constant), Organizational Culture  
b. Dependent Variable: Job Satisfaction

Table 11. Model Summary Ii

Model	R	R Square	Adjusted R square	Std. Error of the Estimate
1	0.421	0.177	0.133	0.44673

a. Predictors: (Constant), Job Satisfaction, Organizational Culture  
b. Dependent Variable: Employee Performance

The variance value (e<sub>1</sub>) of job satisfaction (Z) that is not influenced by organizational culture (X<sub>2</sub>), then the variance value (e<sub>2</sub>) of employee performance (Y) which is also not influenced by training and job satisfaction, is obtained using the test above:

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

$$e_1 = \sqrt{1 - 0.685} \quad e_2 = \sqrt{1 - 0.177}$$

$$e_1 = 0.561 \quad e_2 = 0.907 \tag{10}$$

The Sobel test is used to determine whether there is a correlation between organizational culture and employee performance so as to control for factors such as job satisfaction. The t-count for this test is calculated using the following formula, which requires knowledge of the standard error value of indirect effects:

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

$$Sab = \sqrt{0,575^2 0,095^2 + 0,828^2 0,306^2 + 0,095^2 0,306^2}$$

$$Sab = 0.260 \tag{11}$$

By contrasting the t-count with the t-table, we may examine whether or not an indirect effect is statistically significant. The indirect influence is regarded substantial if the t-count is larger than the t-table. The following equation is used to calculate the t-value for a given set of data:

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

$$t\text{-count} = \frac{(0,828)(0,575)}{0,260}$$

$$= 1.831 \tag{12}$$

The results of the calculation prove that job satisfaction (Z) as a mediating variable cannot significantly affect the

relationship between organizational culture and employee performance because t-count is < from its t-table ( $1.831 < 2.021$ ).

#### IV. CONCLUSION

Based on the results of the study, it can be concluded that: there is a positive and significant influence of training on employee performance, while organizational culture negatively and insignificantly affects employee performance, training has a negative and insignificant effect on job satisfaction, and organizational culture has a positive and significant effect found on job satisfaction. Job satisfaction has a positive and significant effect on employee performance. And job satisfaction is unable to mediate the influence of training and organizational culture on employee performance. The suggestion that can be conveyed through this research is to improve training, it would be nice for companies to pay attention to the training methods carried out. This is because the value on the training method indicator is lower than other indicators, so companies need to consider training methods, especially on the balance between the theory provided and practice in the field. Thus employees will find it easier to accept theory and practice it, which will later have a good impact on the sustainability of the company. To improve organizational culture, companies should give more freedom to their employees to convey innovations, ideas and take risks in innovating. In addition, companies can also be more accepting of failure in innovating, companies can better appreciate employees who have dared to take risks so that employees will feel more valued by the company. To improve employee performance, it would be more if the company pays more attention to employee quality indicators regarding the ability of employees to overcome problems at work. Companies can increase trust in employees in overcoming their work problems so that employees will feel involved and accustomed to overcoming all problems and risks from their work. To increase job satisfaction, companies can implement a reward system for employees who have worked well and achieved something that can help the company even better. This is done so that employees feel appreciated for what they do for the company.

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