

# Analysis of the Relationship between Organizational Culture, Job Satisfaction, and Work Motivation on Employee Productivity

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## Abstract

*The purpose of this study was to analyze the influence of Organizational Culture, Work Motivation and Job Satisfaction on Employee Performance of East Java "Veteran" National Development University. The population in this study were all employees of the production section of East Java "Veteran" National Development University with 77 employees. The sample in this study was 77 respondents. Determination of the sample in this study using the census method. This research data analysis tool uses multiple linear regression. The results showed that organizational culture had a positive effect on employee performance. This is evidenced by the calculated  $t$  value greater than  $t$  table that is  $2.587 > 1.667$ , with a significant value of  $0,000 < 0.05$  so that it is significant. Work motivation has a positive effect on employee performance. This is evidenced by the  $t$  value of  $1.922$  is greater than  $t$  table that is  $1.667$ , with a significant value of  $0.008 < 0.05$  means significant. Job satisfaction has a positive effect on employee performance. This is evidenced by the  $t$  value of  $1.955$  greater  $t$  table that is  $1.667$ , with a significant value of  $0.004 < 0.05$  means significant.*

## Keywords

organizational culture;  
motivation; job satisfaction;  
performance



## I. Introduction

Every organization and enterprise will always try to improve the working efficiency of its employees, in the hope of being able to achieve business goals in line with business expectations. The company will take various measures to improve employee performance, such as through education, training, favorable working environment, etc. (A. Hidayat, 2019).

Sedarmayanti on (Suwaji, 2017) revealed that performance is the translation of performance to mean the work of an employee, a management process or an organization in general, in which the results of the work must be expressed in a specific and measurable way (involving a predefined standard).

One of the factors to improve employee performance is organizational culture. Organizational culture has several functions according to (R. Hidayat, Chandra, & Panjaitan, 2018). Organizational culture as energy to achieve high performance, work as energy, both for the performance of each employee and the performance of the organization as a whole. Organizational culture as a quality characteristic is a representation of the prevailing quality characteristics within the organization. Organizational culture reflects the whole that is in the organization. Organizational culture as a driving force is a motivating factor for organizational members. Therefore, it is expected that the goals of the organization can be achieved quickly (Handayani & R, 2020).

In addition to organizational culture factors that can affect performance, there is also work motivation. Power motivation is a person or individual's tendency to engage in activities that lead to job goals satisfaction, but also a feeling of enjoyment or willingness to work to achieve one's goals company. Motivation is a means that can encourage the passion of subordinates so that they are willing to work hard, devote their abilities and skills to achieve company goals (Aflah, Suharnomo, Mas'ud, & Mursid, 2021).

An equally important factor affecting employee performance is employee job satisfaction. Job satisfaction is an employee's emotional state that occurs or does not occur at the meeting point between the employee's compensation value and the company or organization's compensation value that the employee actually receives desired (Noor, 2012). Employees who feel uncomfortable, undervalued, and unable to automatically reach their full potential at work cannot fully focus on their work (Cahyono, 2005).

The performance of the staff of the National Development University "Veteran" East Java can be measured from the achievement of goals or the achievement of production implementation in accordance with the objectives. The National Development University "Veteran" East Java still has a less than optimal performance, which is indicated by the many existing vulnerabilities.

Based on 2018 data, it shows that the performance of the staff of the East Java "Veteran" National Development University has not been maximized. It can be seen that the level of damage to interior products is still high. Damage cases for each product were 2.08% for sofas, 3.08% for chairs, 3.75% for side cabinets, 4.16% for 2-door cabinets and 2.06% for waiting room chairs.

Based on the background of the problem above, it is necessary to increase the work efficiency of employees in an organization or company, so there is a need for a study entitled "The Influence of Organizational Culture, Work Motivation, Job Satisfaction and Job Satisfaction on the Job Performance of Employees at the National Development University "Veteran " East Java.

## **II. Review of Literature**

### **2.1 Organizational Culture**

Mangkunegara on (Rismayadi & Maemunah, 2016) explains that organizational culture is a cognitive framework consisting of attitudes, values, behavioral norms and expectations shared by members of an organization. Organizational culture is a system of shared meanings held by members that distinguishes an organization from other organizations (Rosyidah, Elok Fadiah, Isti Tobing, 2018). This definition suggests that organizational culture is about shared beliefs and feelings, behavioral patterns, and historical processes that convey values and norms. Indicators of organizational culture are; 1) self-perception 2) aggression 3) personality 4) teamwork.

### **2.2 Motivation**

Rivai (2011) defines motivation as a personality state of a person that encourages the individual's desire to perform certain activities in order to achieve a goal (Luturmas, 2017). Robbin and Judge on (Purwanto, 2019) define motivation as a process that describes the intensity, direction, and persistence to achieve a goal. Based on the above constitutive factors, it is possible to form work motivation, which is motivation or motivation that elicits and orients behavior in action or work.

## **2.2 Job Satisfaction**

Robbins and Judge (2008) explain that job satisfaction can be defined as a positive feeling about one's job as a result of evaluating the characteristics of that job (Wahyudi & Tupti, 2019). Luthans (2006) states that job satisfaction is a happy emotional state or a positive emotion arising from one's evaluation or work experience. Furthermore, job satisfaction is said to reflect one's feelings towards their job, which is translated into workers' positive attitudes towards their work and everything encountered in the environment work school (Sari & Rustono, 2018).

## **2.3 Employee Performance**

Performance is the result of work done by a person in accordance with predetermined standards and norms over a certain period of time (Pt, Kantor, & Palembang, 2017). (Mangkunegara, 2009) and Wibowo (2013) argue that performance is the performance of work and the results obtained from that work. Based on the above definitions, it can be said that job performance is the result of work performed by employees according to predetermined standards and norms within a certain period of time (Oktavian, 2011).

# **III. Research Method**

## **3.1 Population and Sample**

The population used is all staff of the National Development University "Veteran" East Java as many as 77 employees, the sampling technique uses the census.

## **3.2 Operational Definition of Organizational Culture Variable (X1)**

Organizational culture is the values and norms contained in an organization and the learning of its employees (Ramadhani, Ahman, & Senen, 2017). Indicators of organizational culture: (1) Self-perception, (2) Aggression, (3) Personality, (4) Performance, and (5) Time orientation (Dan, Terhadap, & Pegawai, 2020).

## **3.3 Work Motivation (X2)**

Motivation is the state of a person's personality that encourages the individual's desire to perform certain activities in order to achieve a goal (Rivai 2011). Motivational indicators are: (1) Salary received, (2) Congratulations received, (3) Support or concern from superiors, (4) Career opportunities, and (5) Benefits received (Budiarto, Sulaefi, & Maryati, 2011).

## **3.4 Job Satisfaction (X3)**

Job satisfaction can be defined as a positive feeling about a job as a result of an assessment of one's characteristics (Sugiarto, 2017). The indicators of job satisfaction are: (1) Stimulating work morale, (2) Difficult working conditions, (3) Reasonable salary, (4) Personality suitable for the job, and (5) Colleagues support (Nur Octaviana, 2011).

## **3.5 Employee Performance (Y)**

Performance is the result of work done by a person according to predetermined standards and criteria over a certain period of time (AFLAH et al., 2021). Performance indicators include: (1) time taken to complete work, (2) number of errors in job performance, (3) accountability for work, (4) accuracy in job performance work, and (5) conditions of workers (Wilangun, 2005).

## IV. Results and Discussion

### 4.1 Validity and Reliability Test

The results of the validity test using SPSS version 22.00 show that all indicators of the variables of organizational culture, work motivation, job satisfaction and employee performance for for table r arithmetic > r(0.227) value are valid. While the reliability test shows that the Cronbach's alpha value of each variable is 0.884, respectively; 0.803; 0.898 and 0.717 are higher than the 0.70 standard, which means that all variables are reliable.

### 4.2 Model Feasibility Test

#### Coefficient of Determinant (adjusted R<sup>2</sup>)

**Table 1.** Model Determination Coefficient Test Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin Watson
1	.770 <sup>a</sup>	.404	.467	1.62773	1.948

Source: Primary Data Processed 2019

The test results show that the adjusted R-squared value is 0.467, this means that the change in the purchase decision variable of 46.7 n is explained by three independent variables (organizational culture, work motivation and job satisfaction) while the remaining 53.3 % is explained by other external variables Independent variables such as leadership style, workload, salary and bonus, education level problems, work environment, and other variables.

**Table 2.** F Test ANOVA\*

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	22.378	3	7.459	22.815	.000 <sup>b</sup>
Residual	193.414	73	2.650		
Total	215.792	76			

Source: Primary Data Processed 2019

Based on the above table, the calculated F value is 22,815 > 2.76 (nk1 = 7731 = 73), = 0.05 with mean 0.000 & lt; 0.05 (significant), so the model is viable for further analysis.

### 4.3 Hypothesis Test (t Test)

**Table 3.** The results of hypothesis testing can be seen from the table as follows:  
Hypothesis testing

Variable	Standardized Coefficients	T	Sig
Organizational culture	.368	2.587	.000
Work motivation	.266	1.922	.008
Job satisfaction	.221	1.955	.004

#### **a. Organizational Culture Has a Positive Effect on Employee Performance**

From the above table, the value of the count  $t$  is greater than the table  $t$ , namely  $2587 > 1667$  ( $df = nk1 = 7731 = 73$ ), with a significance value of  $0.000 < 0.05$  so it is significant. Therefore, hypothesis 1 (H1) that organizational culture has a positive effect on employee job performance has been proven.

#### **b. The Effect of Work Motivation on Employee Performance**

Based on the above table, the value of  $t_{count}$  is 1,922, which is larger than the table, i.e. 1.667 ( $df = nk1 = 7731 = 73$ ), with a significance value of  $0.008 < 0.05$ , means significant. Thus, hypothesis 2 (H2) that work motivation has a positive effect on employee performance has been proven.

#### **c. Job Satisfaction Has a Positive Effect on Employee Performance**

Based on the above table, the  $t_{count}$  value is 1,955, which is 1.667 larger than the table ( $df = nk1 = 7731 = 73$ ), with a significant value of  $0.004 < 0.05$  means important. Therefore, hypothesis 3 (H3) that job satisfaction has a positive effect on employee performance has been proven.

#### **d. Regression Analysis**

Regression equation

$$Y = 368X_1 + 266X_2 + 221X_3 + e$$

The above regression equation shows that the regression coefficients  $X_1$ ,  $X_2$  and  $X_3$  are all positive. The following can be said:

1. Hypothesis 1 (H1) proves that the better the organizational culture, the higher the employee's performance.
2. Hypothesis 2 (H2) proves that the better the work motivation, the higher the employee's performance.
3. Hypothesis 3 (H3) proves that the higher the job satisfaction, the higher the employee's performance.

### **V. Conclusion**

1. Testing of Hypothesis 1 demonstrates that organizational culture has a positive effect on employee performance. Therefore, it can be said that the better the organizational culture, the better the employee performance.
2. The test of hypothesis 2 proves that work motivation has a positive effect on employee performance. Therefore, it can be said that the higher the motivation at work, the higher the employee's work efficiency.
3. Hypothesis 3 test proves that job satisfaction has a positive effect on employee job performance. Therefore, it can be said that the higher the motivation at work, the higher the employee's work efficiency.

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