
**THE INFLUENCE OF ORGANIZATIONAL CULTURE, WORK MOTIVATION,
AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE AT PT. LAKSANA
SEJAHTERA**



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Abstract

The profitability of companies in the pharmaceutical and health research sectors listed on the Indonesia Stock Exchange (IDX) plays an important role in supporting economic growth and meeting public health needs. Various factors, such as the presence of female commissioners who bring different perspectives in strategic decision-making, the level of cash holding as an indicator of liquidity, and leverage as a reflection of the capital structure, are believed to affect the company's profitability. This study aims to analyze the influence of female commissioners, cash holding, and leverage on the profitability of pharmaceutical and health research sub-sector companies on the IDX in the 2019-2023 period, both individually and simultaneously. This study uses a quantitative method, the population in this study is companies included in the pharmaceutical and health research sub-sectors listed on the Indonesia Stock Exchange (IDX) during the 2019-2023 period. A sample of the study was taken from all companies in the population that met certain criteria. The DKP variable had an insignificant negative influence on profitability with a significance value of 0.3694 (greater than 0.05). The CH variable also had an insignificant positive influence, with a significance value of 0.2101. Meanwhile, the DER variable showed a positive and significant influence on profitability with a significance value of 0.0133 (less than 0.05), which showed that the increase in DER had a real effect on increasing the company's profitability. The DKP and CH variables had an insignificant influence on profitability, as the significance value was greater than 0.05, although it showed a negative relationship for DKP and a positive relationship for CH. Meanwhile, the DER variable has a significant positive influence on profitability, because the significance value is less than 0.05, indicating that increasing DER can increase the company's profitability.

Keywords: Female Commissioner, Cash Holding, Leverage

INTRODUCTION

Employee performance is a key factor in organizational success, especially in a competitive environment. Organizations must manage human resources professionally to create a balance between employee needs and company demands. Organizational culture plays an important role in shaping employee behavior and influencing productivity. A strong culture creates a conducive work environment, while a weak culture can reduce employee satisfaction and performance.

Human resources are valuable assets that cannot be completely replaced by technology. Companies must maintain the quality of their employees to support the success of the organization. PT. Laksana Sejahtera, as a provider of outsourcing services for PT. PLN, strives to improve the performance of its employees by implementing the values of AKHLAK (Trusted, Competent, Harmonious, Loyal, Adaptive, and Collaborative). The principle of good corporate governance is expected to minimize disciplinary and work environment problems that impact the company's productivity.

According to Dessler (2017), employee performance is measured based on the quantity, quality, and efficiency of work results. Performance management must ensure that employees not only meet standards but also have opportunities for self-development. However, data from PT. Laksana Sejahtera shows a downward trend in performance from 2021 to 2023. Indicators such as work quality, work quantity, time efficiency, initiative, and creativity have decreased significantly. The average employee performance score also decreased, indicating that the work environment and organizational culture need to be improved.

Jamaluddin et al.'s (2017) research revealed that organizational culture has a positive effect on employee performance. The low performance at PT. Laksana Sejahtera is thought to be caused by a less-than-optimal organizational culture. Organizational culture is a system of shared values and meanings that influences the way employees work. Although it does not play a direct role in production, organizational culture has an impact on employee motivation and work effectiveness. Therefore, companies must create a work environment that supports improved performance.

In addition to organizational culture, job satisfaction is also an important factor in employee performance. Ningrum Humairoh's research (2019) shows that organizational culture and job satisfaction have a significant effect on employee performance. Job satisfaction includes skills, knowledge, and work ethic attitudes that respect regulations and responsibilities. PT. Laksana Sejahtera needs to improve employee work standards and discipline so that performance does not continue to decline.

In addition to organizational culture and job satisfaction, other factors that influence performance are competence and leadership style. Armstrong (2017) defines competence as a combination of skills, knowledge, and behaviors needed in a job. Competence consists of general core competencies and specific competencies according to job functions. Boyatzis (2017) added that competence style reflects how a person uses their skills in various work situations.

In conclusion, PT. Laksana Sejahtera needs to improve organizational culture, increase job satisfaction, and develop employee competencies so that performance can improve. These efforts can be done through training, increasing discipline, and effective

leadership. With the right strategy, it is expected that employee performance can return to optimal, so that company productivity increases and organizational goals are achieved.

RESEARCH METHOD

The type of research used is associative quantitative descriptive, which aims to describe, research, and explain phenomena with numbers. According to Hermawan (2019), quantitative research is inductive, objective, and scientific, with data in the form of numbers or statements that are analyzed statistically. This study involves independent variables, namely Organizational Culture (X1), Work Motivation (X2), and Job Satisfaction (X3), and the dependent variable is Employee Performance (Y). The operationalization of variables aims to determine the types and indicators of variables and the measurement scale. Data sources consist of primary data obtained directly through questionnaires and interviews, and secondary data in the form of company documentation. The study population was 62 employees, with a sample of 60 people using non-probability sampling techniques with a saturated sampling method. Data collection methods include observation, interviews, and questionnaires with a Likert scale. Data were analyzed using descriptive and inferential statistics to explain the relationship between variables and draw conclusions based on the observed phenomena.

RESULTS AND DISCUSSION

Validity Test

Used to determine whether a questionnaire is valid or not. A model is said to be valid if the significance value is below 0.05 or 5%. The testing criteria are if $r_{count} > r_{table}$, then the instrument or statement items are significantly correlated to the total score (declared valid). The number of data (n) = 62, and $df = 62 - 2$ is obtained, then the r table is 0.2500

Table 1.
Validity Test of Organizational Culture Instrument (X1)

Variables	Indicator	R count	R table	Information
BO	BO 1	0,906	0.250	Valid
	BO 2	0,876	0.250	Valid
	BO 3	0,906	0.250	Valid
	BO 4	0,890	0.250	Valid
	BO 5	0,877	0.250	Valid
	BO 6	0,875	0.250	Valid
	BO 7	0,801	0.250	Valid
	BO 8	0,781	0.250	Valid
	BO 9	0,884	0.250	Valid
	BO 10	0,910	0.250	Valid

Based on the table above, it shows that all statements from the Organizational Culture variable are Valid. This is because all statements have a calculated r that is greater than the r table, or calculated $r > r$ table.

Table 2.
Validity Test of Work Motivation (X)

Variables	Indicator	R count	R table	Information
MK	MK 1	0.810	0.250	Valid
	MK 2	0.856	0.250	Valid
	MK 3	0.780	0.250	Valid
	MK 4	0.879	0.250	Valid
	MK 5	0.842	0.250	Valid
	MK 6	0.851	0.250	Valid
	MK 7	0.836	0.250	Valid
	MK 8	0.903	0.250	Valid
	MK 9	0.879	0.250	Valid
	MK 10	0.898	0.250	Valid

Based on the table above, it shows that all statements of the Work Motivation variable are Valid. This is because all statements have a calculated r that is greater than the r table or calculated $r > r$ table.

Table 3.
Job Satisfaction Validity Test (X3)

Variabel	Indicator	R hitung	R table	Information
KKR	KKR 1	0.863	0.250	Valid
	KKR 2	0.828	0.250	Valid
	KKR 3	0.859	0.250	Valid
	KKR4	0.904	0.250	Valid
	KKR 5	0.865	0.250	Valid
	KKR 6	0.922	0.250	Valid
	KKR 7	0.777	0.250	Valid
	KKR 8	0.742	0.250	Valid
	KKR 9	0.869	0.250	Valid
	KKR 10	0.874	0.250	Valid

Based on the table above, it shows that all statements from the Job Satisfaction variable are Valid. This is because all statements have a calculated r that is greater than the r table, or calculated $r > r$ table.

Table 4.
Employee Performance Validity Test (Y)

Variables	Indicator	R count	R table	Information
KKY	KKY 1	0.906	0.250	Valid
	KKY 2	0.876	0.250	Valid
	KKY 3	0.906	0.250	Valid
	KKY 4	0.890	0.250	Valid
	KKY5	0.877	0.250	Valid
	KKY 6	0.875	0.250	Valid
	KKY 7	0.801	0.250	Valid
	KKY 8	0.781	0.250	Valid
	KKY 9	0.879	0.250	Valid
	KKY 10	0.910	0.250	Valid

based on the table above shows that all statements of the Employee Performance variable are Valid. This is because all statements have a calculated r that is greater than the r table, or calculated $r > r$ table.

Reliability Test

A questionnaire is said to be reliable if a person's answers to the questions are consistent over time. This data reliability testing uses statistical tools, with the Cronbach Alpha method. A construct or variable is said to be reliable if it provides a Cronbach Alpha value > 0.70 (Ghozali, 2013).

Table 5.
Reliability Test Results of All Variables

Research Variables	Cronbach's Alpha	Information
Organizational Culture	0.789	Reliabel
Work Motivation	0.787	Reliabel
Job Satisfaction	0.882	Reliabel
Employee Performance	0,786	Reliabel

Based on the table above, it can be seen that all research variables, namely work discipline, work safety and health, and work productivity, have Cronbach's Alpha > 0.70 , so it can be concluded that all instruments in this research variable are reliable, and they can meet the reliability for use in further research.

Classical Assumption Test

Table 6.
Multicollinearity Test Results
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	28.572	4.142		6.899	.000		
Budaya Organisasi	.879	.224	.211	.433	.974	.144	6.943

Motivasi Kerja	.784	.160	.161	.766	.447	.347	2.881
Kepuasan Kerja	.825	.215	.194	.580	.564	.137	7.287

a. Dependent Variable: Employee Performance

Based on the label above, it shows that the VIF (Variance Inflation Factor) value of the Work Motivation variable has a value of 6,943 <10, the Job Satisfaction variable has a value of 2,881 <10, and the Organizational Culture variable has a value of 7,287. The Tolerance value of each variable is work motivation of 0.144 > 0.10, the Job Satisfaction variable of 0.347 > 0.10, and the Organizational Culture variable is 0.137 > 0.10. This shows that there is no perfect or near-perfect linear relationship between the independent variables. So that the regression model in this study did not find multicollinearity problems and has met the requirements of a good regression model.

Table 7.
Results of the Determination Coefficient Test
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.850 ^a	.809	.600	5.170	.809	3.215	2	60	.047

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

b. Dependent Variable: Employee Performance

Based on the results of the first regression test from (Appendix), it can be seen that the Adjusted R Square value is 0.600, which means that the variables of Organizational Culture and Motivation on Employee Performance are 60% while the remaining 100% - 60% = 40% is influenced by other variables.

Table 8.
Results of Determination Coefficient Test
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.720 ^a	.802	.482	5.159	.782	3.355	2	60	.042

a. Predictors: (Constant), Job Satisfaction, Work Motivation

b. Dependent Variable: Employee performance

Based on the results of the second regression test from (Appendix), it can be seen that the Adjusted R Square value is 0.482, which means that the variables of Work Motivation and Job Satisfaction on Employee Performance are 42.8%, while the remaining 100% - 42.8% = 57.2% is influenced by other variables.

The Influence of Organizational Culture on Employee Performance

Based on the results of the test, the organizational culture variable has a positive and significant effect on employee performance. This can greatly affect employee performance because if the company has a bad work or organizational culture, it will greatly affect employee performance. For example, if employees who usually look enthusiastic and do their jobs well and quickly, are in the scope of employees who have a poor work ethic, it can affect

and even incite the employee to postpone work, arrive late, often be absent or be lazy while working. Of course, the company must act quickly because things like this usually have a domino effect, which usually disrupts the company's operations. The company must take firm steps by imposing sanctions or installing surveillance cameras or even making stricter regulations, if no action is taken, it can have a major impact on the company. Especially if the company has a good image among all colleagues and competitors, from here it can be concluded that Organizational Culture greatly influences Employee Performance. The results of this study are in accordance with Nines Intan Novianti, Naili Farida & Widiartanto (2015). The results show that organizational culture and work motivation have a positive influence on employee performance.

The Influence of Work Motivation on Employee Performance

Work motivation in a company is very much needed for employees which can have a very big impact on the company, in the research above we can conclude that the numbers in the work motivation variable are very small, although it can still be said to be safe. However, it is possible that it can become even smaller if the company does not take the right steps, there are many variables that can be the possibility of why work motivation in this company is very small. It can be from within the company or from external which is indeed a problem in the family, friends outside the company or are having a bad day. If this problem persists, the company must take an approach that can be done by HR or managers or team leaders. Because it is possible that it will get worse and employee performance can decline which will have a big impact on the company and result in a decrease in performance for the company. From this conclusion, it can be obtained that Work motivation greatly influences Employee Performance

The results of this study are in accordance with Linda Theresia, A. H. Lahuddin, Gadih Ranti, and Ramon Bangun (2018). With the results of work motivation influencing employee performance

The Influence of Job Satisfaction on Employee Performance

Job Satisfaction can occur individually because job satisfaction felt by human resources can affect the running of an organization as a whole. Job satisfaction felt by HR in an organization will have an impact on the performance produced by human resources for the sustainability of the organization, because human resources owned by the organization are valuable assets for the progress and development of the organization in the company. Satisfied employees are influenced internally, will involve commitment to work, both professional commitment and organizational commitment. While from the external side, influenced by the environment in which they work, both from superiors, subordinates, and the same level. The commitment of organizational members is important in ensuring survival in an organization. job satisfaction is related to increased job performance. In other words, employees who get satisfaction from working will have implications for work enthusiasm which ultimately has an impact on employee performance. From here, it can be concluded that Job Satisfaction affects Employee Performance.

The results of this study are in accordance with Ferdy Kurniawan, Erlina, and Nova Mardiana (2019). With the results of job satisfaction mediate the influence of organizational culture and work motivation on employee performance positively.

The Influence of Organizational Culture, Work Motivation, and Job Satisfaction on Employee Performance

From the results of the study, organizational culture, work motivation, and job satisfaction have a positive and significant effect on employee performance, meaning that if the organizational culture in the company is good and automatically employees will be very motivated when working, which will create satisfaction in working, which will improve employee performance. Because this will cause many things that will be obtained by the company or produced if all employees experience this, when the author sees all the results that come out, there are still many things that need to be fixed. But that can be done over time, by improving from the internal side first to balance the operations in the company, which will produce maximum and good employee performance.

The results of this study are in accordance with Dwi Danesty Deccasari (2019). The results of organizational culture, motivation, and job satisfaction have a positive effect on employee performance.

CONCLUSION

This study concludes that organizational culture, work motivation, and job satisfaction each have a positive and significant influence on employee performance at PT. Laksana Sejahtera. The findings reveal that a strong and well-internalized organizational culture fosters productive work behaviors, while high levels of employee motivation and job satisfaction significantly enhance overall performance outcomes. The results from validity and reliability tests confirm that the instruments used are both valid and reliable. The classical assumption tests also indicate that the regression model is free from multicollinearity, ensuring the accuracy of the estimated relationships.

The adjusted R square values from the regression models show that organizational culture and motivation explain 60% of the variance in employee performance, while motivation and job satisfaction account for 48.2%, underscoring the importance of these variables in driving performance. Furthermore, the combined influence of organizational culture, work motivation, and job satisfaction contributes to creating a conducive work environment that enhances employee commitment and efficiency.

Therefore, to optimize employee performance, PT. Laksana Sejahtera must continuously develop an organizational culture rooted in the AKHLAK values, foster intrinsic and extrinsic motivation, and maintain high levels of job satisfaction through effective leadership, consistent feedback, and supportive HR policies. These strategies are essential to restoring and sustaining optimal employee performance and, ultimately, improving organizational productivity and goal attainment.

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