THE INFLUENCE OF ORGANIZATIONAL CULTURE AND JOB SATISFACTION OF WORKMOTIVATION AND ITS IMPACT ON THE PERFORMANCE OF EMPLOYEES

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Abstract
The purpose of this research is to know the partial or simultaneous influence of organizational culture and job satisfaction on the motivation of working employees of PT. PLN (Persero) in the region of Aceh, to know the influence of organizational culture and job satisfaction either partially or simultaneously to the performance of the employees of PT. PLN (Persero) region of Aceh, to know the influence of motivational work both partially or simultaneously to the performance of the employees of PT. PLN (Persero) region of Aceh, to find out the influence of organizational culture and job satisfaction either partially or simultaneous performance of employees through employee motivation PT. PLN (Persero) region of Aceh. Study sample as many as 106 employees of PT. PLN (Persero) region of Aceh is taken by simple random sampling technique. Data analysis tools are used path analysis. The results of the research showed: first hypothesis showed that organizational culture and job satisfaction simultaneously affected the working motivation variables. The second hypothesis can explain that the variables of organizational culture and job satisfaction are interlinked in order to enhance the performance of employees. The third hypothesis shows a positive effect of work motivation on performance. The fourth hypothesis, there is no direct influence on the organizational culture and job satisfaction of employees through the motivation of working performance. Submission of the results of direct and indirect influence can be concluded that the results of the research hypothesis rejects the null hypothesis and accept the alternative.

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

INTRODUCTION
PT. PLN (Persero) region of Aceh is a State-owned company engaged in supplying electricity in most areas to the West end of the island of Sumatra. PT. PLN (Persero) This includes the Aceh Region 6 regional offices and 30 units of the Office Branches throughout the area in the province of Aceh. The success of a company in the exercise of his
duties is affected by the performance of the employee or the results of the work accomplished by an employee in performing the duties in accordance with the responsibilities given to him. Employees is an important resource for the company, because it has the talent, energy, and creativity that are desperately needed by the company to achieve its goals. In order to improve the performance of employees, companies need to pay attention to the interests of employees who have a variety of needs.

From the results of the initial interviews of researchers with employees of PT. PLN (Persero) region of Aceh, said that the phenomenon with regard to employee performance can be seen from the large number of jobs that have been charged to the employee but could not be completed on time, many employees are less diligent in carrying out its duties and responsibilities given by the manager, still low employee discipline, so the expected performance by the manager and the company is not achieved as well as guidelines for employees with employees at other companies. Guide lines reflect an atmosphere of togetherness that is inclusive and familiar. Any employee who becomes part of PT. PLN (Persero) region of Aceh obligated share information and knowledge across the enterprise as a vehicle to study with generating innovation and better decisions, faster, ethical behaviour, and akseptabel in various fields (Code of Conduct PT. PLN).

As PT. PLN (Persero) is Locality that is in Aceh, policies, organizational culture made by PT. PLN is valid for all unit of PT. PLN (Persero) include PT. PLN (Persero) Region of Aceh. Through the policy set up by the Center, researchers are interested in researching more in-depth about how organizational culture at PT. PLN (Persero) region of Aceh can run well, and want to find out how organizational culture can form a company to be strong through the cultivation of the values of the organization or company so as to affect the performance of the employees.

Some of it is a problem that is quite interesting and important because it is beneficial to the interests of the individual, the community, the nation and the State. The performance of the apparatus of the Government aims to provide public services that give precedence to public interest, public affairs, makes it easy to shorten the service and gives satisfaction to the public (Rezsa, 2008). Based on the above description, researchers interested in conducting research on PT. PLN (Persero) with the title "The influence of organizational culture and job satisfaction and motivation of working against its impact on the performance of Employees of PT. PLN (Persero) region of Aceh"

**Research Objectives**

Based on the background of the problems above, which became the goal of this research is:

1. To know the influence of organizational culture and job satisfaction either partially or Employee Motivation against simultaneous PT. PLN (Persero) region of Aceh.
2. To know the influence of organizational culture and job satisfaction either partially or simultaneous Performance against Employees of PT. PLN (Persero) region of Aceh.
3. To know the influence of Motivational Work both partially
or simultaneous Performance against Employees of PT. PLN (Persero) region of Aceh.

4. To know the influence of organizational culture and job satisfaction either partially or simultaneous on performance of employees through Employee Motivation PT. PLN (Persero) region of Aceh.

LITERATURE REVIEW

Employee Performance

Performance according to Soedjono (2005) is a work that is a comparison between the achievement of results in the real work with the standard of work set out in the performance of his duties as an employee. According to Waskito (2009: 265) employees apersonin an institution (Office, company and so on) and got a salary, the employee is referred to as an employee, labour workers.

According to Gibson et al. (1996) in Trianingsih (2007) States that the performance of the employee (Employee Performance) is a measure that can be used to specify the comparison results of execution of the task, the responsibility given by the Organization in a certain period and the relative can be used to measure the achievements of the work or the performance of the organization.

In general the performance dimensions according to Wirawan (2009: 54) can be grouped into three types, namely: work, work behavior, and personal traits that have anything to dowith the job. Understanding performance measurement according to Mulyadi (2007: 419) is deciding on a periodic basisas the operational effectiveness of an organization, the Organization, and employees are based on the objectives, standards and criteria that have been set previously.

Soedjono (2005) mentions the 6 criteria used to measure the performance of individual employees, namely: (1) the quality of the work performed, the results close to perfect or meet the goals expected of the job. (2) the quantities, the amount produced or the number of activities that can be completed. (3) the timeliness, i.e., can be completed on time and to maximize the time available for other activities. (4) effectiveness, maximum utilization of the existing resources of the Organization to increase profits and reduce losses. (5) the independence, which can carry out work without assistance in order to avoid the adverse results, and (6) a commitment to work commitment among employees with the organization.

According to Septianto (2010: 2) the employee's performance is affected by several factors, namely: salary, work environment, organizational culture, leadership and motivation of working, disciplined work, job satisfaction, communication, and other factors.

Work Motivation

Hariandja (2005: 325) revealed that, "Motivation are factors that direct and encourage the behavior or desires someone to do an activity and expressed in the form of hard effort or weak. Motivation can be defined as the power (energy) someone who can rise to the level of persistence and partly in carrying out an activity, whether sourced from within the individual itself (intrinsic motivation) or from outside individuals (extrinsic motivation). Veithzal (2008: 458) says that there are several theories of motivation as follows: (1) of Hierarchical Needs Theory; (2) McClelland’s Theory of Needs; (3) the theory X and Y Mc. Gregor;
Existence, Relatedness, Growth Theory.

Siagian (2006) stating the measurement criteria of work motivation among others: the success achieved, awards for achievement, the work of a person, the opportunity to grow and progress in their careers, and the development of abilities and skills. While hygiene factors include a person’s status within the company, an employee’s relationship with his colleagues, supervisor techniques applied by the supervisor, the discretion of the company, systems administrative system within the company, working conditions, and a system of rewards that apply.

Sayuti (2007), mentioning someone’s work in motivation carrying outer work is influenced by several factors, namely the internal factors stemming from the psychological process in a person, and external factors that come from outside your self (environmental factors).

Organizational Culture

Organizational culture according to McShane and Von Glinow (2008: 46), organization culture is the basic pattern of shared values and assumptions governing the way employees within an organization think about and act on problems and opportunities. Organizational culture has three important functions: a system of supervision, social relationship, and a cohesive mutual understanding.

According to Hofstede (1999) the values of the culture of the organization formed by several indicators, such as: professionalism, distance with superior, open attitude, the regularity of the employees, trust, employee integration. According to Tosi et al. in Munandar (2001) organizational culture is influenced by several factors, namely: (1) public influence from outside the area, including the factors that cannot be controlled by the Organization, (2) the influence of the values that exist in the community, the beliefs and values of the dominant values, (3) the specific factors of the Organization, the Organization has always interacted with their environment.

Job Satisfaction

Job satisfaction is the public attitude towards one’s work, which shows the difference between the number of awards received by the worker and the amount they believe they should receive (Wibowo, 2007: 299). According to Wibowo (2007) specific factors as indicators of measurement of job satisfaction among other things: the nature of the work, supervision remuneration, promotion opportunities, and relationships with colleagues.

As’ad (2004) factors that affect job satisfaction are: 1) individual factors, including age, health, character and expectations; 2) social factors, including family relationships, employee's view, leisure opportunities, the activities of the Union employees, the freedom from politics and civic relations; 3) a major factor in employment, including wages, supervision, and the work, working conditions, and opportunities to get ahead. In addition, an appreciation for the skills, social relations at work, accuracy in resolving conflicts between human, fair, good feelings were imposed in volving private or task. Some theories about job satisfaction, among other things: discrepancy theory, equity theory, and two factor theory.
Research Paradigms

For this research paradigm that is used is as follows:

[Image: Line Diagram

Images. 1 Line Diagram

Figure 1 is a schematic with path analysis model frame of thought that explains the relationship between the culture of the Organization, job satisfaction, work motivation and performance, as well as employees.

The hypothesis

Based on the Foundation of theory and frame work of therefore said reasoning hypothesis proposed in this research are as follows:

H₁: organizational culture and job satisfaction influence significantly to employee motivation, PT. PLN (Persero) region of Aceh, either partially or simultaneous.

H₂: organizational culture and job satisfaction influence significantly to the performance of the employees of PT. PLN (Persero) region of Aceh, either partially or simultaneous.

H₃: work Motivation affect the performance of the Employees of PT. PLN (Persero) region of Aceh, either partially or simultaneous.

H₄: organizational culture and job satisfaction influence on Employee Performance through employee motivation PT. PLN (Persero) region of Aceh, either partially or simultaneous.

RESEARCH METHODS

Populations and Samples

The population of the region is the generalization consists of: the object/subject who has certain qualities and characteristics set by the researchers to learn and then drawn the conclusion (Sugiyono, 2008). The population referred to in this research are all employees of PT. PLN (Persero) region of Aceh, which totaled 145 people.

The sample is part of a number and characteristic owned by population when large populations, and investigators could not possibly learn all that there is on the population (Sugiyono, 2008). Then the researchers can use the samples taken on a population of 106 respondents.

Methods of Data Analysis

Data analysis techniques used to perform hypothesis testing research is the analysis of the Path (Path Analysis). The standard assumptions that must be met before building a model of Path Analysis, namely: 1. a recursive form; 2. a one-way relationship; 3. linear, addictive, and causal; 4. Normal Gaussian; 5. There is no multikolinaritas; and 6. All variables are measured, at least in scale interval (Jonathan, 2009).

Path analysis model in accordance with the frame work of thought can be derived in three regression equations are as follows:

1. The substructure 1, from the first hypothesis proposed that there are influences on organizational culture (X₁), job satisfaction (X₂), with respect to motivation (Y) partially or simultaneous
\[ Y = \rho YX_1 + \rho YX_2 + \varepsilon_1 \]

**Substructure 1**

2. The substructure 2, from the second hypothesis proposed that there are influences on organizational culture \((X_1)\), job satisfaction \((X_2)\), with respect to the performance of employees \((Z)\) simultaneously or partially

\[ Z = \rho ZX_1 + \rho ZX_2 + \varepsilon_2 \]

**Substructure 2**

3. The substructure of the third hypothesis 3, submitted that there was influence motivation \((Y)\) against the performance of employees \((Z)\)

\[ Z = \rho ZY + \varepsilon_3 \]

**Substructure 3**

Description:

\( Z \) = Employees Performance

\( Y \) = Motivation

\( X_1 \) = The Organizational Culture

\( X_2 \) = Job Satisfaction

\( \rho \) = path Coefficient

\( \varepsilon_1 \) dan \( \varepsilon_2 \) = Structural errors

In this research, path analysis is carried out using SPSS program assistance. Estimation of the model was done in two stages, namely: the first stage, perform regression analysis regression equation for substructure 1; the second stage, perform regression analysis and correlation analysis to perform a regression equation substructure 2.

**Test validity and Reabilitas**

How to measure the validity of invalid constructs that is by finding a correlation between each question with a score total correlation technique using the formula product moment, as follows:

\[
r = \frac{N \sum YX - (\sum Y)(\sum X)}{\sqrt{\sum X^2 - (\sum X)^2} \sqrt{\sum Y^2 - (\sum Y)^2}}
\]

Description:

\( r \) = correlation coefficient and moment of product.

\( X \) = score each question/item

\( Y \) = score total

\( N \) = number of respondents

Reliability is used to determine whether data collection has shown the level of precision, accuracy, and consistency of the tool in expressing certain symptoms of a group of individuals, even if done on a different time. Cronbach alpha coefficient is acceptable above 0.60 (Malhorta, 2004).

If the correlation coefficient is greater than a critical value or if the value of Cronbach Alpha is greater than 0.6 then revealed reliability. Alpha coefficient less than 0.6 shows poor reliability, numbers approximately 0.7 indicates acceptable reliability and numbers above 0.8 indicates good reliability (Sekaran, 2003: 311)

**A Classic Assumption Test.**

This classic Assumption test done to see if the model estimation used meet the assumptions of linear regression in the classics. This is done so that the vital retrieved parameter is a valid and reliable. Diagnostic test consists of: the Union of multi collinearity, normality, test and heterokedastisitas test.

**RESULTS AND DISCUSSION**

**Test validity and Reabilitas**

Testing the validity done using confirmatory factor analysis (CFA) where KMOshould>0.5 with significance at the level of 0.05.
From Table 1 it looks that all items have been declared valid question, because the question that every item be indicators on each variable has been extract perfectly and has a loading factor ≥ 500. With valid data, then the data can be used to continue the research.

Table 2
Test Reliability

<table>
<thead>
<tr>
<th>Variable</th>
<th>Cronbach’s Alpha</th>
<th>N of Items</th>
<th>Nilai Min</th>
<th>Desk.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational culture</td>
<td>0,805</td>
<td>6</td>
<td>0,6</td>
<td>Handal</td>
</tr>
<tr>
<td>Job satisfaction</td>
<td>0,796</td>
<td>5</td>
<td>0,6</td>
<td>Handal</td>
</tr>
<tr>
<td>Work motivation</td>
<td>0,788</td>
<td>5</td>
<td>0,6</td>
<td>Handal</td>
</tr>
<tr>
<td>Employee performance</td>
<td>0,803</td>
<td>6</td>
<td>0,6</td>
<td>Handal</td>
</tr>
</tbody>
</table>

See the results of the test by SPSS output. Table 2 visible results the value of alpha Cronbach’s > 0.60. Reliability test results of data indicates that the data in this study are qualified test reliability and data these data can be used to continue the research.

Test Assumption Path Analysis

Test Assumption Path Analysis in this study consisted of data normality test, test, test linearity multi collinearity test, and heterokedastisitas.

• Test the normality of data

Table 3
Results Of The Analysis Of The Factors Rotated Component Matrix

<table>
<thead>
<tr>
<th>Item</th>
<th>Anti Image Correlation</th>
<th>Retained Component Matrix</th>
<th>Kei</th>
</tr>
</thead>
<tbody>
<tr>
<td>X1</td>
<td>0,883</td>
<td>0,541 Valid</td>
<td></td>
</tr>
<tr>
<td>X2</td>
<td>0,874</td>
<td>0,532 Valid</td>
<td></td>
</tr>
<tr>
<td>X3</td>
<td>0,814</td>
<td>0,467 Valid</td>
<td></td>
</tr>
<tr>
<td>X4</td>
<td>0,895</td>
<td>0,529 Valid</td>
<td></td>
</tr>
<tr>
<td>X5</td>
<td>0,892</td>
<td>0,536 Valid</td>
<td></td>
</tr>
<tr>
<td>X6</td>
<td>0,892</td>
<td>0,543 Valid</td>
<td></td>
</tr>
<tr>
<td>X7</td>
<td>0,912</td>
<td>0,604 Valid</td>
<td></td>
</tr>
<tr>
<td>X8</td>
<td>0,898</td>
<td>0,597 Valid</td>
<td></td>
</tr>
<tr>
<td>X9</td>
<td>0,909</td>
<td>0,609 Valid</td>
<td></td>
</tr>
<tr>
<td>X10</td>
<td>0,882</td>
<td>0,604 Valid</td>
<td></td>
</tr>
<tr>
<td>X11</td>
<td>0,888</td>
<td>0,602 Valid</td>
<td></td>
</tr>
</tbody>
</table>

Table 4
Linearity Test Results

Table 4 shows the value of the significance of the deviation from linearity > 0.05 so that the data in this study, there is a linear relationship. Thus the path analysis model in the study have met the assumption of linearity.
Test for multicollinearity

Table 5
Multicollinearity Test Results

<table>
<thead>
<tr>
<th>Model</th>
<th>Tolerance</th>
<th>VIF</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>0.7</td>
<td>1.397</td>
</tr>
<tr>
<td>Employee performance</td>
<td>0.7</td>
<td>1.397</td>
</tr>
<tr>
<td>Job satisfaction</td>
<td>16</td>
<td>1.397</td>
</tr>
</tbody>
</table>

Description: the dependent Variable: the motivation of working

Table 5 shows the results of the tolerance values of each variable and value $0.10 > VIF < 10$, then it can be concluded that the relevant problem does not occur on multiple linear regression models. A linear regression model thus multiplied in this research have met the relevant assumptions and data in this study is feasible.

Test heterokedastisitas

Dependent Variable: Employee Performance

Analysis of the results of the research and the discussion

a. Organizational culture and job satisfaction influence on Work Motivation

Table 6
Influence of $X_1, X_2$ to $Y$

<table>
<thead>
<tr>
<th>Variable</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Motivation</td>
<td>0.289</td>
<td>3.143</td>
<td>0.002</td>
</tr>
</tbody>
</table>

Table 6 shows that the adjusted R Square value of 0.494 or 49.4%, this indicates that the variable is capable of Work Motivation is explained by the variables of organizational culture and job satisfaction of 49.4% while the rest is explained by other variables which are not examined in this study.

b. Organizational culture and job satisfaction influence on Employee Performance

Table 7
Influence of $X_1, X_2$ to $Z$

An analysis of the heterokedastisitas test results

Based on Figure 2 above, it is seen that the resulting points spread, both are above and below the point 0, and do not form a specific pattern. It can be concluded that the problem does not occur in a linear regression model heterokedastisitas double on this research. A linear regression model is thus a double on this model meet the assumption heterokedastisitas.
Table 7 can be seen that the numbers Adjusted R Square which amounted to 0,559 or 55.9%. This indicates that the employee variable in this study were able to explained by variables of organizational culture and job satisfaction of 55.9% while the rest is explained by the variables not examined in this study.

C. the influence the motivation of working (Y) against the performance of employees (Z)

Table 8 The influence of Y to Z

<table>
<thead>
<tr>
<th>Variable</th>
<th>R</th>
<th>R square</th>
<th>Adj R square</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Sig</th>
<th>F</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant) Organizational Culture Job Satisfaction</td>
<td>0.76</td>
<td>0.572</td>
<td>0.539</td>
<td>0.396</td>
<td>4.182</td>
<td>0.000</td>
<td>47.448</td>
<td>0.000</td>
</tr>
</tbody>
</table>

Table 9 Influence of direct and indirect

<table>
<thead>
<tr>
<th>Influence Variable</th>
<th>Direct</th>
<th>Indirectly through Y</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>X₁ → Y</td>
<td>0.522</td>
<td>0.522</td>
<td></td>
</tr>
<tr>
<td>X₁ → Z</td>
<td>0.396</td>
<td>0.396</td>
<td></td>
</tr>
<tr>
<td>X₁ → Y → Z</td>
<td>0.151</td>
<td>0.151</td>
<td></td>
</tr>
<tr>
<td>Total Influences</td>
<td>0.396</td>
<td>0.151</td>
<td>0.547</td>
</tr>
<tr>
<td>Organizational Culture</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>X₁ → Y</td>
<td>0.277</td>
<td>0.277</td>
<td></td>
</tr>
<tr>
<td>X₁ → Z</td>
<td>0.191</td>
<td>0.191</td>
<td></td>
</tr>
<tr>
<td>X₁ → Y → Z</td>
<td>0.080</td>
<td>0.080</td>
<td></td>
</tr>
<tr>
<td>Total Influences</td>
<td>0.191</td>
<td>0.080</td>
<td>0.271</td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Y → Z</td>
<td>0.289</td>
<td>0.289</td>
<td></td>
</tr>
</tbody>
</table>

The interpretation of these equations is that the motivation of working (Y) is raised by 1 unit on a Likert scale, then the performance of the employees (Z) will be up by 0.289 on a Likert scale.

D. Direct Effect and Indirect Effect (X₁) organizational culture and job satisfaction (X₂) against the performance of employees (Z) through the motivation of working (Y)

Based on model analysts lines 1, 2, and 3 can be described as the full path model in Figure 2 below:

Figure 2 Full Line Model
Based on Figure 2 may be determined directly influence and influence indirectly in research at Table 9 below:

![Figure 2](image)

From the data in table 9 the variable effects of mediation can be described Baron and Kenny (1986) as follows:
1. indirect variable Influence organizational culture (X₁) against the performance of employees (Z) through the motivation of working (Y)
organizational Culture through the Work Motivation.

2. Indirect variable Influences job satisfaction (X 2) against the performance of employees (Z) through the motivation of working (Y)

![Figure 4](image-url)

**Figure 4**

The influence is not direct X 2 to Z via Y

In Figure 4 it can be concluded that \( \rho_{YX}\), \( \rho_{ZX}\), dan \( \rho_{ZY} \) significant effects of partially mediated between the variable job satisfaction of Employees through the motivation of working Performance.

Based on the above discussion shows that there is no direct influence on the organizational culture and job satisfaction of Employees through the motivation of working Performance. Submission of the results of direct and indirect influences of Baron and Kenny (1989) it can be concluded that the results of the study refused \( H_{04} \) and receive \( H_{a4} \).

**CONCLUSIONS AND SUGGESTIONS**

Based on the research results and conclusions to be drawn are given suggestions as follows:

**CONCLUSION**

1. Organizational culture and job satisfaction influence on employee motivation. The better the organizational culture increasingly higher employee motivation. Between the two variables, the organizational culture is influential over the working motivation compared to job satisfaction. Results of the study it was concluded that the simultaneous partial or organizational culture and job satisfaction significantly influential employee motivation against PT. PLN (Persero) region of Aceh. Organizational culture and job satisfaction the positive effect on performance of employees of PT. PLN (Persero) region of Aceh. Between the two variables, the organizational culture of the larger effect on performance of employees compared to job satisfaction.

3. the positive effect of work Motivation on performance of employees of PT. PLN (Persero) region of Aceh. The higher work motivation, then the higher the performance of employees.

4. Organizational culture and job satisfaction influence on employee performance through motivation. Indirect influence organizational culture and job satisfaction of employees through motivation on performance of work greater than the direct influence of these two variables on performance of employees.

**RECOMMENDATIONS**

As for that being a research suggestion is:

1. Should the manager PT. PLN (Persero) Aceh Region increase the motivation of working employees. The efforts increased employee motivation can be done by performing interventions against the factors that can
theoretically increase the motivation of working.

2. PT. PLN (Persero) region of Aceh regarded the need to strengthen the implementation of the culture of the organization because the application of organizational culture can affect the motivation and performance of employees.

3. PT. PLN (Persero) region of Aceh regarded the need to improve the performance of its employees. This is due to the employee's performance will largely determine the success of the company in the exercise of its operational activities.

4. For subsequent researchers should in corporate other variables as predictor variables such as compensation, discipline, labor productivity, and leadership for the performance of the employee, so that the obtained information more about factors that affect the performance of the employees of the company as a whole.

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