

The Effect of Organizational Culture on Employee Performance with Job Satisfaction as an Intervening Variable at the Head Office of PT. Permodalan Nasional Madani Jakarta

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ARTICLE INFO

Keywords : Employee Performance, Organizational Culture, Job Satisfaction

Received : 5 June

Revised : 14 July

Accepted: 8 August

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ABSTRACT

This study aims to examine the effect of organizational culture on employee performance with job satisfaction as an intervening variable. This study uses a quantitative approach. The population used in this study are all employees of the Head office of PT. Permodalan Nasional Madani Jakarta, totaling 1,552 people by taking a research sample of 200 employees. The data collection technique was carried out using a questionnaire through online. The analysis technique used is Structural Equation Modeling - Partial Least Square (SEM-PLS) with the SmartPLS 3.0 tool. The results showed that there was a positive and significant direct effect: organizational culture on job satisfaction, job satisfaction on performance, and organizational culture on performance. Also the indirect influence of organizational culture on performance through job satisfaction. The conclusion is that there is an influence of job satisfaction in mediating the influence of organizational culture on employee performance at the Head office of PT. Permodalan Nasional Madani Jakarta

INTRODUCTION

Human resources are the driving force of the overall management of a company in achieving its goals. So the effectiveness of a company in managing human resources will determine the success of the company. According to Kasmir, (2018) human resources are a company asset that occupies the most strategic and very important position compared to other resources.

Human resources are very complex in nature, so they need special attention, handling and treatment in addition to other factors because of their role as the subject of executing company policies and operational activities so that they are in line with the goals of the organization itself. How an organization values and treats its human resources will influence its attitudes and behavior in carrying out performance (Wibowo, 2016).

PT. Permodalan Nasional Madani (PNM) is a state-owned financial institution that was formed as part of the governments commitment to developing, promoting and maintaining Micro, Small and Medium Enterprises (MSMEs). In carrying out its business activities, PT PNM can operate based on Sharia principles. one of the strategic goals carried by the company in realizing the governments commitment: is to improve the position and role of the company as a provider of financing services and management services supported by a complete range of products and services. The amount of responsibility and goals to be achieved, the company demands a high level of employee performance.

Performance is the result of work in quality and quantity that can be achieved by an employee in carrying out tasks according to the responsibilities given to him (Mangkunegara, 2020). Employee performance appraisal at the Head office of PT. PNM Jakarta in 2022 shows that the average employee performance is in the good category. However, there are still elements of employee performance that are still not optimal.

There are several important factors that need to be considered in order to improve employee performance. According to Kasmir (2018), factors that can affect employee performance are: abilities and skills, knowledge, work plans, personality, work motivation, interpersonal communication, leadership, leadership style, work culture, organizational culture, job satisfaction, Work environment, Loyalty, Commitment, and Work Discipline. Based on the factors mentioned above, it is suspected that they are influenced by organizational culture and employee job satisfaction.

organizational culture is a system of meanings or values shared by all members of the organization (Samsuddin, 2018). organizational culture is an internal company factor that greatly influences employee performance. organizational culture thrives easily in organizations full of rational and intelligent people. Although powerful for change, organizational culture can be made to further enhance performance. This is in line with some of the results of previous studies showing that organizational culture has a positive and significant effect on employee performance (Kharishma, et al. 2019; Haryadi & Wahyudi, 2020; and Baskoro, 2022; Fadzillah, 2021). Different results were found

in Wahjoedias research (2021) which showed that organizational culture did not directly have a significant effect on employee performance.

The next factor that influences employee performance is employee job satisfaction. According to Hasibuan (2017), job satisfaction (job statistics) is an emotional attitude that is pleasant and loves his work, this attitude is reflected by work morale, discipline, and work performance. Job satisfaction is obtained through many factors. Therefore a good way to satisfy workers is to find what they want and if possible give it (Wibowo, 2016). Job satisfaction has an influence on employee performance. This is shown by several previous research results, including research conducted by Haryadi & Wahyudi (2020), Baskoro (2022), and Fadzillah (2021). The results of their research found that job satisfaction has a positive and significant effect on employee performance. However, different results were shown in research conducted by Hendry (2022), which showed that job satisfaction has no significant effect on employee performance.

Based on these phenomena and research gaps, further research is needed on the influence of organizational culture on employee performance with job satisfaction as an intervening variable at the Head office of PT. Permodalan Nasional Madani Jakarta.

LITERATURE REVIEW

Theory of Reasoned Action (TRA)

The Theory of Reasoned Action (TRA) model is used to study human behavior. Research in social psychologists shows that a persons behavioral intention towards a particular behavior is a determining factor whether or not an individual does the behavior (Ajzen and Fishbein, 1975). TRA explains that beliefs can affect attitudes and social norms which will change the shape of the desire to behave either guided or just happen in an individuals behavior. This theory emphasizes the role of a persons "intention" in determining whether a behavior will occur. TRA has two main constructs of intention: (1) attitude towards behavior and (2) subjective norms associated with this behavior. This theory shows that a persons desire to behave or not in an action is based on the persons beliefs and the evaluation of the results generated by his behavior. Subjective norms are social pressures that urge a person or decision maker to show a certain behavior. So, someone who has confidence that the results obtained are positive, will appear positive towards that behavior, and vice versa. TRA is a good general intention research model that can be applied in predicting and explaining behavior

Employee Performance

According to Hasibuan (2017), employee performance is a work result achieved by a person in carrying out the tasks assigned to him based on skills, experience and sincerity as well as time. Mangkunegara (2020) states that performance is the result of work in quality and quantity that can be achieved by an employee in carrying out tasks in accordance with the responsibilities given to him. Sedarmayanti (2018) states that performance is the result of a persons work, an overall management process, where the work results of a person must be shown concrete evidence and can be measured. A similar opinion was expressed by Jufrizen (2018), that performance is a sign of the success or failure

of a person or group in carrying out real work that has been set by an organization.

Performance is affected by many factors. According to Gibson (2020) there are three factors that influence performance, namely: (1) Individual factors; (2) psychological factors; and (3) organizational factors. Mathis & Jackson (2018) states that the factors that affect individual employee performance are: (1) Their abilities, (2) Motivation, (3) Support received, (4) The existence of the work they do, and (5) Their relationship with the organization. A broader opinion was put forward by Kasmir (2018) which stated that factors that could affect employee performance, namely: abilities and skills, knowledge, work plans, personality, work motivation, interpersonal communication, leadership, leadership style, work culture, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline.

Performance measurement is generally carried out based on subjective perceptions. According to Gomes (2018: 215) says there are eight dimensions or criteria that need attention in evaluating employee performance based on specific behavioral descriptions, namely: (1) Quality of work; (2) Quantity of work; (3) Job knowledge; (4) Creativeness (Creativity); (5) Cooperative (Cooperation); (6) Initiative (Initiative); (7) Dependability; and (8) Personal Qualities (personal qualities).

It is concluded that employee performance is the work or work performance of an employee in quality and quantity in carrying out tasks according to responsibilities and in accordance with targets or goals that have been determined in advance and agreed upon by the institution and its employees

Organizational Culture

The concept of organizational culture can be said to be relatively new, having only developed around the early 1980s. Smircich revealed that understanding organizational culture can be viewed from two perspectives, namely: (1) anthropology; and (2) organizational theory. In scientific studies, it can be done through a structural functional approach, living organism, organizational (corporate) culture. Another understanding put forward by Slocum who defines culture as assumptions and patterns of basic meaning, which are considered to be properly embraced and manifested by all parties participating in the organization. Osborn & Plastrick defines culture as a set of behaviors, feelings and psychological frameworks that are internalized very deeply and are shared by members of the organization (Ndraha, 2017).

Associated with the organization, Brown & Moberg states that organizational culture is a consciously coordinated social entity, with relatively identifiable boundaries, which functions relatively continuously to achieve a common goal or set of goals, which is expressed explicitly through its deep visions. This is the spirit of the organization itself (Bangun, 2018). According to Hari (2019), organizational culture is the values that guide human resources in carrying out their obligations and behavior within the organization. Mathis and Jackson (add that organizational culture is a pattern of mutually agreed values and beliefs that can give meaning to members of the organization and rules for

behavior (Bangun, 2018). A similar opinion was expressed by Saiful (2018), that organizational culture is the basic philosophy of the organization which contains shared beliefs, norms and values that become these characteristics about how to do things in the organization.

Factors that influence corporate organizational culture according to Afandi (2018), namely:

1. Motivation
2. Management and leadership style
3. Communication
4. Characteristics and organizational structure
5. The level of organizational formality
6. Individual values.

Furthermore, organizational culture can be measured based on the following indicators:

1. Innovation and risk taking.
2. Attention and details.
3. Result orientation.
4. Human orientation.
5. Team orientation.
6. Aggressiveness.
7. Stability (Robbins in Kharisma et al., 2019).

It was concluded that organizational culture is a tool or system whose contents contain values that must be agreed upon by members in it and these members are obliged to implement them.

Job Satisfaction

Job satisfaction is a feeling that supports or does not support employees related to work and their condition. Feelings related to work involve aspects such as wages or salaries received, career development opportunities, relationships with other employees, job placement, type of work, company organizational structure, quality of supervision. Meanwhile, feelings related to him include age, health condition, education (Mangkunegara, 2017). According to Hasibuan (2017), job satisfaction (job statistics) is an emotional attitude that is pleasant and loves his work, this attitude is reflected by work morale, discipline, and work performance. Furthermore, Robbins & Judge (2015) states, job satisfaction which describes a positive feeling about work, resulting from an evaluation of its characteristics. Someone with a high level of job satisfaction has positive feelings about his job, while someone with a low level has negative feelings. A similar opinion was expressed by Sunyoto (2018), that job satisfaction is a pleasant or unpleasant emotional state in which employees perceive their work.

There are several factors that influence job satisfaction. According to Harold E. Burt, these factors are:

1. Relationship factors between employees;
2. Individual Factors, relationship with;
3. Employees family circumstances
4. Recreation (Sunyoto, 2018).

Kreitner and Kinicki (in Wibowo, 2016: 417) state that there are five factors that can influence the emergence of job satisfaction, namely as follows: (1) Need fulfillment; (2) Discrepancies; (3) Value attainment; (4) Equity; and (5) Dispositional (genetic components).

Robin & Judge (2015, Kharisma et al., 2019) explains the study of job satisfaction using indicators and measurement instruments as follows:

1. Work it self.
2. Pay.
3. Promotions.
4. Supervision.
5. Co-workers.

It was concluded that job satisfaction is a persons view of the results of the work he does and of the feedback given by the company on his work Based on some of the empirical research results above, the research hypothesis is stated as follows:

H1 : The Higher the organizational Culture, the Higher the Job Satisfaction

Haryadi & Wahyudi (2020) and Baskoro (2022) in the results of the study said that organizational culture has a significant effect on job satisfaction. The results of Suryajingga research (2017) state that there is a positive and significant influence of organizational culture on job satisfaction. Then, the results of Deccasaris research (2019) state that there is a direct influence between organizational culture and job satisfaction. This shows that organizational culture is an important factor in building and increasing job satisfaction.

H2: The Higher the Job Satisfaction, the Higher the Performance

Haryadi & Wahyudi (2020) and Baskoro (2022) state that job satisfaction has a significant effect on performance. Research conducted by Fadzillah (2021) concluded that job satisfaction has a positive and significant effect on employee performance. Then, the results of Suryajingga research (2017) found that there is a positive and significant effect of job satisfaction on performance. The results of Deccasaris research (2019) state that there is a direct influence between job satisfaction and performance. This shows that job satisfaction is an important factor to build and improve performance.

H3: The Higher the organizational Culture, the Higher the Performance

Kharisma et al. (2019) from the results of his research stated that organizational culture has a positive and significant effect on performance. According to research conducted by Haryadi & Wahyudi (2020) and Baskoro (2022) states that organizational culture can significantly influence performance. Furthermore, research conducted by Fadzillah (2021) states that organizational culture has a positive and significant effect on performance. Suryajingga (2017) in his research concluded that there is a positive and significant influence of organizational culture on performance. Deccasari (2019) also in his research results states, that there is a unidirectional influence between organizational culture and performance. Also the results of Maarifs research (2022) state that organizational culture has a positive and significant influence on performance. This shows that organizational culture is an important factor to build and improve performance.

H4: The Higher the Job Satisfaction in Mediating, the Higher the Influence of organizational Culture on Performance

According to research conducted by Haryadi & Wahyudi (2020) and Baskoro (2022) states that job satisfaction can mediate the relationship between organizational culture and performance. Ihsani & Wijayanto (2022) stated that organizational culture directly had a positive and significant effect on employee performance mediated by job satisfaction. This shows that job satisfaction is an important factor in mediating the influence of organizational culture on employee performance.

Based on a review of the theoretical basis, a framework for this research can be prepared as follows:

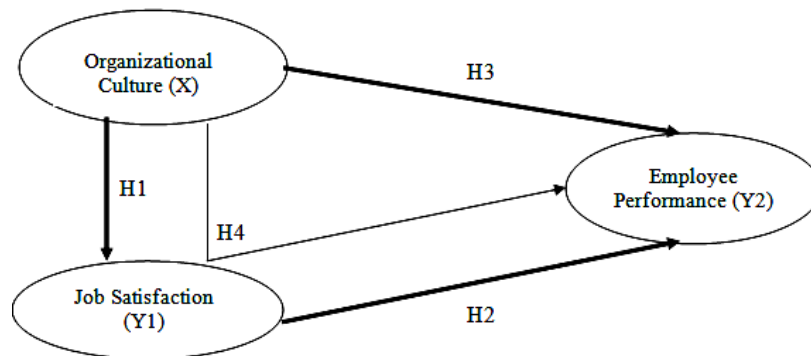


Figure 1. Research Model

METHODOLOGY

The design of this research is explanative quantitative research. Explanative quantitative research is research that aims to explain the relationship of a variable with other variables to test a hypothesis, further, that explanatory research is carried out on samples from the research results can be generalized to the population (Bungin, 2017).

The research was conducted at the Head office of PT. Permodalan Nasional Madani Jakarta. The unit of analysis in this study is the employees of the Head office of PT. Permodalan Nasional Madani Jakarta. The population is the totality of each element to be studied which has the same characteristics, it can be in the form of individuals from a group, events, or something to be studied (Handayani, 2020). While the sample is part of the number and characteristics possessed by the population (Sugiyono, 2017). Based on some of the definitions above, that the target population in this study were all employees of the Head office of PT. Jakarta Civilian National Capital, which in 2022 amounts to 1,552 people. According to Hair et al. (2021) that if the sample size is too large, the method becomes very sensitive making it difficult to obtain good goodness of fit measures, so that in determining the number by taking 10 observations, the required sample size is $20 \times 10 = 200$ samples. The sampling used in research is purposive sampling, limited to certain types of people who can provide the desired information, either because they are the only people who have it, or they fit several criteria set by the researcher (Sekaran, 2017). The collection uses questionnaires using the Googleform platform.

Data analysis in this study used two data analyses, namely descriptive statistical analysis and inferential statistical analysis. Descriptive statistics in this study include: preparation of data in the form of tables, graphs, median, mean, standard deviation calculations, percentage calculations, and TCR (Now, 2017). Then, inferential statistics is a statistical technique using sample data to analyze a population (Sugiyono, 2017). To answer research problems and test hypotheses, researchers used the Partial Least Square (PLS) based Structural Equation Modeling (SEM) data analysis technique. Structural Equation Model (SEM) is a procedure for estimating a series of dependency relationships between a set of concepts or constructs represented by several variables that are measured and entered into an integrated model. PLS is an alternative approach that shifts from a covariance-based SEM approach to a variance-based one (Abdillah & Jogiyanto, 2015).

This study uses the stages of the SEM-PLS technique, namely:

1. Measurement Model Testing (outer Model)
2. Validity and Reliability Test
3. Hypothesis Test.

RESEARCH RESULT

Data analysis includes Measurement Model Testing (outer Model) analysis, Validity and Reliability tests, and Structural Model tests (Hypothesis Testing).

Measurement Model Testing (Outer Model)

After the data is collected, it will be analyzed using SmartPLS software to see the effect of job satisfaction in mediating the influence of organizational culture on employee performance. The analysis carried out through SmartPLS involves checking the validity and reliability, as well as analyzing the inner and outer models. After this testing process, indicators with scores above 0.5 are considered valid. Results that meet these criteria, with values above 0.5 are presented in the image below:

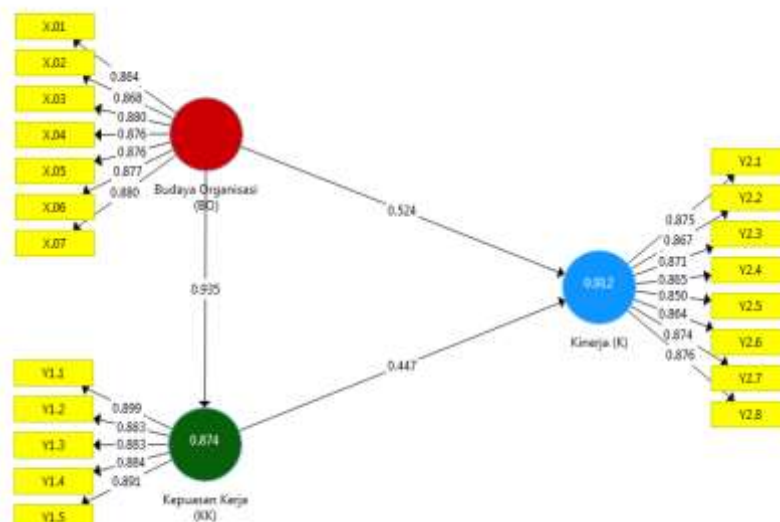


Figure 2. Calculation Results of SEM-PLS Model
Source: Calculation Results Using SmartPLS (2023)

Validity and Reliability Test

This study uses two measures to test the validity and reliability: Cronbachs Alpha and Composite Reliability. Although Cronbachs Alpha is still commonly used, it can produce lower reliability scores than composite reliability, therefore it is recommended to use the latter (Haryono, 2017). A construct is said to be reliable if its Alpha Cronbachs value is greater than 0.70, while a variable is said to be reliable if its composite reliability value is above 0.70 (Ghozali, 2016). The table below describes the results of the validity and reliability analysis tests performed:

Table 1. Validity and Reliability Test Results

| Variable | Indicators | <i>outer Loading</i> | <i>Alpha Cronbachs</i> | <i>Composite Reliability</i> | AVE |
|----------------------------|------------|----------------------|------------------------|------------------------------|-------|
| organizational Culture (X) | X.1 | 0,864 | 0,949 | 0,958 | 0,764 |
| | X.2 | 0,868 | | | |
| | X.3 | 0,880 | | | |
| | X.4 | 0,876 | | | |
| | X.5 | 0,876 | | | |
| | X.6 | 0,877 | | | |
| | X.7 | 0,880 | | | |
| Job Satisfaction (Y1) | Y1.1 | 0,899 | 0,933 | 0,949 | 0,789 |
| | Y1.2 | 0,883 | | | |
| | Y1.3 | 0,883 | | | |
| | Y1.4 | 0,884 | | | |
| | Y1.5 | 0,891 | | | |
| Employee Performance (Y2) | Y2.1 | 0,875 | 0,953 | 0,961 | 0,753 |
| | Y2.2 | 0,867 | | | |
| | Y2.3 | 0,871 | | | |
| | Y2.4 | 0,865 | | | |
| | Y2.5 | 0,850 | | | |
| | Y2.6 | 0,864 | | | |
| | Y2.7 | 0,874 | | | |
| | Y2.8 | 0,876 | | | |

Source: Calculation Results Using SmartPLS (2023)

The table shows that all the variables studied in this study have composite reliability and the Cronbachs Alpha value exceeds 0.70, which indicates that the indicators used in this study are reliable. To test the validity, the Average Variance Extract (AVE) value is used, with a Rule of Thumbs (threshold) of 0.50. The table also shows that all research variables have an AVE value greater than this threshold.

The results of the process show the loading factor values of all the latent variables tested. From the table it can be seen that all loading factor values are > 0.5, so that all latent variables have fulfilled the measurement model rules and can be continued for further testing.

The measurement model is not only tested for validity by examining the constructs that contain factors, but also for reliability to ensure the accuracy, consistency and precision of the instrument in measuring the construct. To evaluate construct reliability, the Rule of Thumb is often used. In confirmatory research, the Composite Reliability value must be greater than 0.7, while a value of 0.6-0.7 is still acceptable for exploratory research. In addition, the Average Variance Extracted (AVE) must be more than 0.5 (Ghozali, 2015). Based on these criteria it can be concluded that all of the latent variables tested are valid and reliable. Consequently, the next step is to test the structural model (hypothesis test).

Structural Model Test (Hypothesis Test)

The table below describes the results of the structural model test using SmartPLS:

Table 2. Structural Model Test Results (Hypothesis Test) Using SmartPLS

| Hypothesis | Path | original Sample (o) | T Statistics | P Values | Decision |
|------------|-----------------------------------|---------------------|--------------|----------|----------|
| H1 | $X \rightarrow Y1$ | 0,935 | 114,813 | 0,000 | Support |
| H2 | $Y1 \rightarrow Y2$ | 0,447 | 7,011 | 0,000 | Support |
| H3 | $X \rightarrow Y2$ | 0,942 | 126,758 | 0,000 | Support |
| H4 | $X \rightarrow Y1 \rightarrow Y2$ | 0,417 | 7,017 | 0,000 | Support |

Source: Calculation Results Using SmartPLS (2023)

Description: X = Organizational Culture; Y1 = Job Satisfaction; and Y2 = Employee Performance

The table shows that the results show that the t-value or T-Statistics has a P-Value below 0.5. So that the four paths show significant results that there is a direct effect of the exogenous variable organizational Culture (X) on Job Satisfaction (Y1), Job Satisfaction (Y1) on Performance (Y2), and organizational Culture (X) on Performance (Y2). Also the indirect effect of organizational Culture (X) on Performance (Y2) through Job Satisfaction (Y1).

DISCUSSION

H1 : The Higher the organizational Culture, the Higher the Job Satisfaction of Employees at the Head office of PT. Permodalan Nasional Madani Jakarta

organizational culture has a significant effect on job satisfaction of employees at the Head office of PT. Permodalan Nasional Madani Jakarta obtained a t-count value of 114.813 with a p-value of 0.000. The p-value is smaller than the significant level of 0.05 which illustrates that there is a positive and significant influence of organizational culture on job satisfaction.

The test results using the SmartPLS software show that the higher the organizational culture, the higher the job satisfaction of the employees at the Head office of PT. Permodalan Nasional Madani Jakarta. This result is in line with a number of studies that have been conducted by previous researchers which concluded that there is an influence of organizational culture on job satisfaction (Haryadi and Wahyudi, 2020; Baskoro, 2022; Suryajiwangga, 2017; and Deccasari, 2019).

The results of these tests indicate that organizational culture is very important for companies, with the existence of a good organizational culture within a company will create employee job satisfaction itself. In other words, a strong organizational culture will provide a sense of security and comfort which will ultimately improve employee performance. Both through increased satisfaction that exists within employees and the environment itself which can support employee performance.

According to Nebojša et al. (2018), employee job satisfaction can be systematically and significantly influenced by organizational culture in different ways. The first, by integrating the organizational culture and values adopted in the organization with the needs of employees. And the second is without integrating the needs of employees. So, in short organizational culture is an aspect of the organization that can affect employee job satisfaction.

The relation with the case at Head office of PT. Permodalan Nasional Madani Jakarta, the job satisfaction of employees is in a dissatisfied condition. The results of this study indicate that it is influenced by organizational culture. PT. Permodalan Nasional Madani actually has a standard reference related to corporate culture which has come to be known as AKHLAK (Amanah, Kompeten, Harmonis, Loyal, Adaptif, and Kolaboratif). If this culture is implemented properly, it can have an impact on employee job satisfaction. Therefore, the low level of employee job satisfaction can be overcome by establishing a good work culture in the company.

H2: The Higher the Job Satisfaction, the Higher the Employee Performance at PT. Permodalan Nasional Madani Jakarta

Job satisfaction has a significant effect on employee performance at the Head office of PT. Permodalan Nasional Madani Jakarta obtained a t-count value of 7.011 with a p-value of 0.000. The p-value is smaller than the significant level of 0.05 which illustrates that there is a positive and significant effect of job satisfaction on employee performance.

The results of testing using the SmartPLS software show that the higher the job satisfaction, the higher the performance of employees at the Head office of PT. Permodalan Nasional Madani Jakarta. This result is in line with a number of studies that have been conducted by previous researchers which concluded that there is an effect of job satisfaction on employee performance (Haryadi and Wahyudi, 2020; Baskoro, 2022; Fadzillah (2021); Suryajiwangga, 2017; and Deccasari, 2019).

Performance as one of the most important things in the organization has an important role in employees. Employees will show high performance when they are satisfied with their work. When the level of employee satisfaction increases, the performance will also increase so that the company's targets can be met. In fact, the feeling of satisfaction that employees receive will have an impact on increasing their performance in the next period. Job satisfaction is a reaction that influences a person's attitude towards various aspects of his work. High job satisfaction is believed to affect the improvement of individual performance. Low job satisfaction has many negative impacts such as high absenteeism, moving jobs, lazy to work, and so on. This is bad for the company even though the losses are not too obvious.

Conversely, high job satisfaction provides a positive and dynamic influence so that it can provide benefits for the workforce itself.

The case at the Head office of PT. Permodalan Nasional Madani Jakarta shows that from the evaluation of the employees themselves, the results are not good. The results of the study indicate that one of the factors is the lack of satisfaction of employees with their work. Therefore, companies need to motivate employees through various activities or policies that can make employees feel satisfied, for example by improving salary/wages or through job promotions. This will trigger employees to be enthusiastic and strive to improve their performance.

H3 : The Higher the Organizational Culture, the Higher the Performance of Employees at the Head office of PT. Permodalan Nasional Madani Jakarta

organizational culture has a significant effect on Employee Performance at the Head office of PT. Permodalan Nasional Madani Jakarta obtained a t-value of 126.758 with a p-value of 0.000. The p-value is smaller than the significant level of 0.05 which illustrates that there is a positive and significant effect of job satisfaction on employee performance.

The test results using the SmartPLS software show that the higher the organizational culture, the higher the performance of PT. Permodalan Nasional Madani Jakarta. This result is in line with a number of studies that have been conducted by previous researchers which concluded that there is an influence of organizational culture on employee performance (Kharisma, et al., 2019; Haryadi and Wahyudi, 2020; Baskoro, 2022; Fadzillah (2021); Suryajiwangga, 2017; Deccasari, 2019; and Maarif, 2022).

The results of these tests indicate that a good organizational culture within the company can affect employee performance. organizational culture is one of the strategies to be able to motivate employees in an effort to achieve maximum performance, because a good organizational culture will provide conditions and situations that are suitable for employees at work if the culture is seen as suitable and able to support employees in developing themselves and sustaining their health. prosperity. A good organizational culture is directly related to the performance of an organization which will also increase.

The case at the Head office of PT. Permodalan Nasional Madani Jakarta shows that in addition to job satisfaction factors, organizational culture also influences employee performance. The lack of good employee performance is caused by employees not being able to realize the corporate culture known as AKHLAK (Trustful, Competent, Harmonious, Loyal, Adaptive, and Collaborative). The corporate culture is established to create a pleasant company atmosphere so as to encourage employees to show good performance.

H4 : The Higher the Job Satisfaction in Mediating, the Higher the Influence of organizational Culture on Employee Performance at PT. Permodalan Nasional Madani Jakarta

Job satisfaction in mediating the influence of organizational culture on the performance of employees at the Head office of PT. Permodalan Nasional Madani Jakarta obtained a t-count value of 7.017 with a p-value of 0.000. The p-value is smaller than the significant level of 0.05 which illustrates that job satisfaction can mediate the influence of organizational culture on employee performance.

The test results using the SmartPLS software show that the higher the employee job satisfaction in mediating, the higher the influence of organizational culture on the performance of PT. Permodalan Nasional Madani Jakarta. This result is in line with a number of studies that have been conducted by previous researchers which concluded that there is an influence of organizational culture on employee performance (Haryadi and Wahyudi, 2020; and Ihsani and Wijayanto, 2022).

The results of these tests indicate that a good organizational culture in a company can affect job satisfaction and have an impact on increasing employee performance. organizational culture of a company that is done well will lead to feelings of satisfaction because employees feel what they expect can be fulfilled properly. With a good organizational culture, the performance will increase.

The case at the Head office of PT. Permodalan Nasional Madani Jakarta shows that employee performance is not good, one of which is caused by employees dissatisfaction with their jobs. This feeling of dissatisfaction is caused by an organizational/company culture that has not been well formed. For this reason, companies must be able to realize organizational/company culture well in order to encourage employee satisfaction. The realization of this, of course, can stimulate employees to work well.

CONCLUSION AND RECOMMENDATION

Based on the results of the research and discussion that have been stated previously, the following conclusions are drawn from the results of the research:

1. organizational culture has a significant effect on employee job satisfaction at the Head office of PT. Permodalan Nasional Madani Jakarta. This indicates that the higher the organizational culture, the higher the job satisfaction of employees.
2. Job satisfaction has a significant effect on employee performance at the Head office of PT. Permodalan Nasional Madani Jakarta. This indicates that the higher the job satisfaction, the higher the employee performance.
3. organizational culture has a significant effect on employee performance at the Head office of PT. Permodalan Nasional Madani Jakarta. This indicates that the higher the organizational culture, the higher the employee performance.
4. Job satisfaction can mediate the influence of work culture significantly on employee performance at the Head office of PT. Permodalan Nasional Madani Jakarta. This indicates that the higher the job satisfaction of employees in mediating, the higher the influence of organizational culture on employee performance.

The results of the research conclusions state that there is an influence of job satisfaction in mediating the influence of organizational culture on employee performance at the Head office of PT. Permodalan Nasional Madani Jakarta. From a number of indicators on each of which are rated low, the suggestions that can be given are as follows:

1. In terms of improving the organizational culture of Head office of PT. Permodalan Nasional Madani Jakarta, the company should encourage more employees to act honestly and consistently adhere to moral and ethical values. one way is to get used to openness in various things that employees can find out.

2. In an effort to increase the job satisfaction of employees at the Head office of PT. Permodalan Nasional Madani Jakarta so that its performance increases, the company should be better at determining the promotion system. one way is to establish open performance appraisal rules. Thus employees can accept the decisions set by the company.

3. In terms of improving the performance of Head office of PT. Permodalan Nasional Madani Jakarta, the company should encourage its employees to increase knowledge and also reduce dependency. Employees are given the opportunity to receive adequate education and training so that knowledge related to their work is getting better. To overcome dependency, companies should provide more work to be done by themselves, so that employees are used to working independently.

FUTURE STUDY

This research also still has limitations. With these limitations, it is hoped that improvements can be made for future research. The limitations of this study are that the sample in this study does not reflect all of the employees at the Head office of PT. Permodalan Nasional Mandiri Jakarta, due to the distribution of employees, both departments and employee work status

Many other variables are thought to influence performance, and these variables are very important to examine for further, more in-depth research, because they have a direct or indirect relationship and can affect employee performance and can also affect the direction of company strategy and policies. In addition, it is deemed necessary to expand the scope of the research area which is not only limited to the scope of the head office but also branch offices.

ACKNOWLEDGMENT

The author realizes that in the process of preparing this Journal Article, he received a lot of guidance, input, support, advice and direction from various parties. Therefore, it is with great humility that I want to thank you.

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