



## The Influence of Organizational Culture and Motivation on Performance Through Job Satisfaction as an Intervening Variable at PT. Idea Creation Warehouse

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### ABSTRACT

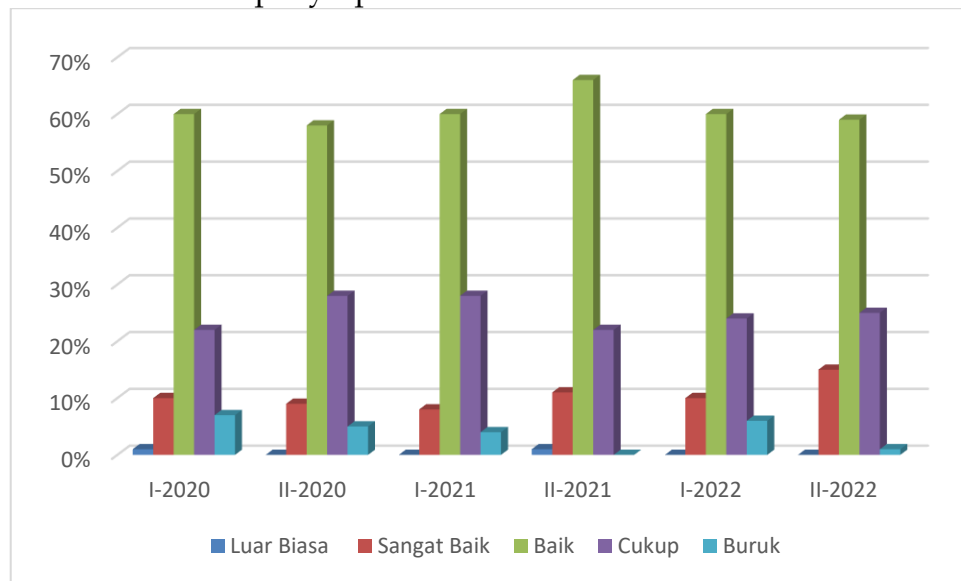
Companies are aware that having a good relationship by providing services is important. Like PT. Gudang Kreasi Idea, company operates in the field of publishing and training services as well as educational consulting and continues to be committed to its vision and mission. This research aims to determine the influence of organizational culture and motivation on performance through job satisfaction as an intervening variable. 123 employees participated in this study. quantitative study utilizing Smart PLS 3 software for SEM-PLS data processing. The study's findings indicate that organizational culture significantly and favorably affects worker performance. The performance of employees is positively and significantly impacted by motivation as well. Additionally, a positive and significant impact of company culture on job satisfaction was discovered. Similarly, job satisfaction benefits greatly and is positively impacted by motivation. Then, there is a good and noteworthy correlation between job happiness and worker performance. Additional results of this study show that motivation influences worker performance through job satisfaction as an intervening variable and organizational culture influences worker performance through job satisfaction.

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## INTRODUCTION

The most dominant role in a company is human resources. Human resources are an important asset in navigating a company's journey. A company can be declared successful in achieving its goals depending on how human resources can carry out the tasks or work that has been given. Company management must pay attention to human resources so that employees have a level of job satisfaction which can be realized by high work performance. So that company goals can be achieved effectively and efficiently.

In the opinion of Al-Matahri et al (2014) stated that the success or failure of a company can be seen from the company's performance in a certain period. The company conducts performance assessments every semester, The following are the results of the company's performance assessment for 6 semesters:



**Figure 1 Performance assessment of PT employees. Idea Creation Warehouse**

Based on the graph above, it can be seen that every year (from 2020-2022) the performance of PT employees. Gudang Kreasi Idea experiences fluctuations where the company targets a successful performance model in conditions where at least 70% of employees are in the very good score category and no employees are in the bad score category. This target was achieved in 2021 but the successful performance of these employees decreased in 2022, where the number of employees with excellent assessment results decreased to 60% and there were 6% of employees who received bad assessment results. which is caused by obstacles in employee performance such as uncondusive organizational culture, low work motivation, and lack of job satisfaction, this is by the indicators.

In several previous studies, such as research conducted by Rachel Nelly and Rezi Erdiansyah (2021), organizational culture has a positive and significant effect on employee performance. In previous research, such as that conducted by Evi Teja Kusumah and Suharnomo (2015), in their research it was found that motivation has an influence positive and significant on employee performance, Florida Research Dessy Putri Sanuddin and A.M. Rosa Widjojo

(2013) which has been conducted, found that job satisfaction influences employee performance

From the explanation above, it can be seen that employee performance has an important role in a company's desired goals, however, there are many obstacles faced by companies so that employee performance is maximized. Performance factors that become obstacles in the company's progress are important problems to find solutions to minimize disruption to company targets. It is hoped that with the increasing number of employees who have high performance, the company's overall productivity will improve performance on an ongoing basis. So the author wishes to conduct research and examine more deeply the influence of organizational culture, and motivation on employee performance through job satisfaction as an intervening variable at PT. Idea Creation Warehouse.

## **THEORETICAL REVIEW**

### ***Employee Performance***

Employee performance holds great significance for a leader, as it serves as an indicator of how well they are managing the work unit under their direction. According to Abdullah Maruf (2014), performance is defined as a work achievement whose outcomes are the leaders and staff members of government and corporate institutions carrying out a work plan created by the institution to accomplish organizational goals.

According to Hasibuan (2016), a person's performance is the outcome of his or her ability to complete duties given to them according to their level of expertise, experience, seriousness, and timeliness. This indicates that an employee's actual behavior or the work they generate for the organization determines their performance.

Meithiana Indrasari (2017) holds that an employee's performance is the outcome of his or her efforts in terms of the quantity and quality of work completed to fulfill the duties assigned to them by the company or organization where they are employed.

From the foregoing argument, it follows that worker performance results from duties that are assigned to them and that are visible in the workplace in terms of quantity and quality to meet organizational objectives.

There are various ways to gauge an employee's performance individually. These elements are, according to Robbins et al (2017:22), as follows: (1) Employee assessments of the caliber of work completed and the accuracy of tasks concerning the talents and abilities of the employee are used to gauge the quality of the work. (2) Quantity is the amount generated, indicated in words like the number of completed activity cycles and units. (3) From the perspective of coordinating output results with other activities and optimizing time for other tasks, timeliness is the degree of work finished at the start of the designated period. (4) The extent to which organizational resources—such as time, money, energy, and raw materials—are used as efficiently as possible to improve the output of each unit using those resources is known as effectiveness. (5) An employee's degree of independence

determines his or her ability to perform his or her job duties in the future. The degree of an employee's dedication to their work and their duties at work is known as their work commitment.

### ***Organizational Culture***

According to Darmawan (2014), organizational culture is a set of shared values or standards that are adhered to by its constituents and sets a company apart from others. On the other hand, organizational culture is a very broad notion with a wide range of meanings that are supported by the literature, according to Pasaribu (2015).

Values, customs, attitudes, and work ethics that are shared by all members of a company are considered to be part of its organizational culture. These components serve as the foundation for tracking employee behavior, including how they collaborate, think, and engage with their surroundings, according to Dunan et al. (2020) and Irma Idayati and Asparingga (2017). If the organizational culture is strong, employee performance will rise and the company will succeed.

From the foregoing statement, it can be seen that an organization's shared beliefs or habits are its organizational culture and that these practices are meant to raise the organization's standard of performance.

Expert-developed dimensions, such as those created by Denison, Nieminem, and Kotrba (2014), can be used to measure corporate culture. These dimensions include engagement, consistency, adjustment (adaptability), and mission. As evidenced by elements like empowerment, team orientation, and capability development, the engagement dimension refers to the degree of employee involvement in the decision-making process. As demonstrated by core values, agreement, coordination, and integration, the consistency dimension describes how much organizational members agree with the traditions and values that have been formed inside the organization. Creating change, putting the needs of the customer first, and organizational learning are examples of how members of an organization might adapt to changes in the external environment. This is known as the adaptability dimension. The mission dimension identifies the organization's fundamental aims, helping members to concentrate and support the things that the organization values, including its vision, goals, and objectives.

### ***Motivation***

Motivation is a state of energy that propels workers who are focused on accomplishing organizational objectives, according to Mangkunegara (2017:76). Since motivation is defined as a factor that drives a person's behavior, Gitosudarmo in Desanti & Sutrisno (2017) claims that motivation is a factor that motivates a person to engage in a particular activity.

It is clear from the explanation above that motivation is defined as the drive or desire to perform tasks as best one can to meet requirements and accomplish objectives. Since an individual's motivation can influence their behavior at work

Herzberg's two-factor theory, which consists of success factors (also known as hygiene factors)—relates to both intrinsic and contextual aspects of work, such as pay, profit sharing, company policies, working conditions, and interpersonal relationships with supervisors and coworkers—will be the theoretical framework utilized as a measuring tool in this study. When needs are not satisfied, several things might lead to discontent, yet this does not inspire better effort. The nature of the work, (b) taking responsibility for tasks, (c) receiving feedback and recognition, (d) having opportunities for personal growth and learning, and (e) feeling accomplished after completing a task are examples of intrinsic rewards derived from the work itself that continuously encourage the best performance. This hypothesis implies that these two motivations will always be present in a person's motivation for their profession.

### *Job Satisfaction*

Job satisfaction, according to Mangkunegara (2017:117), is a sentiment that an employee has about their work or personal circumstances, either positively or negatively. The fulfillment of job satisfaction can only occur when there is harmony between the demands of the job and the personal requirements of the employees.

As per Desanti & Sutrisno (2019), job satisfaction pertains to an individual's disposition towards their work, which is influenced by various factors such as the work environment, collaboration among coworkers, incentives obtained at work, and issues with physiological and psychological aspects. Meanwhile, a positive emotional attitude and a joy of work are what Prayogo (2019) defines as job satisfaction. Nurhayati et al (2016) argues that job satisfaction is an indication of how happy employees are with how their efforts can assist the company, i.e., that what they get from their jobs satisfies their important needs.

It is possible to conclude that an employee's emotional state of being happy or unhappy at work is job satisfaction based on the description provided above. Workers who are highly satisfied with their jobs have a positive outlook on their employment.

(Jewell & Siegall, 2014) state that there are four factors to consider when assessing job satisfaction: (1) psychological elements of employee psychology, such as hobbies, workplace harmony, attitudes toward work, abilities, and talents. Physical aspects: these include the kind of job, the schedule for working and resting, the lighting, air temperature, air exchange, age, and health and wellness of the employees. They also include the physical state of the work environment and the physical state of the employees themselves. Social factors pertain to interpersonal interactions among coworkers and supervisors, as well as between employees who handle diverse tasks and their familial links. (4) Financial factors about the security and well-being of employees, such as pay scales and quantities, social security, allowances, facilities, and promotions

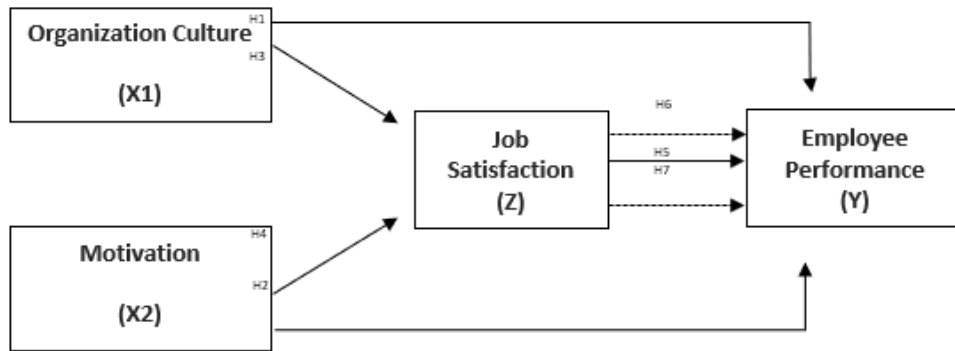


Figure 2 Thinking Framework

The hypothesis of this research is as follows:

- H1: Organizational culture influences employee performance at PT Gudang Kreasi Idea
- H2: Motivation influences employee performance at PT Gudang Kreasi Idea
- H3: Organizational culture influences employee job satisfaction at PT Gudang Kreasi Idea
- H4: Motivation influences employee job satisfaction at PT Gudang Kreasi Idea
- H5: Job satisfaction influences employee performance at PT Gudang Kreasi Idea
- H6: Organizational culture influences employee performance through job satisfaction at PT Gudang Kreasi Idea
- H7: Motivation influences employee performance through job satisfaction at PT Gudang Kreasi Idea

## METHODOLOGY

The partial least squares (PLS) was used in the analysis of this research, a variance-based multivariate statistical technique used in PLS, a structural equation modeling (SEM) analysis tool. This kind of research uses a quantitative approach. Research instruments are used for data collection, sampling techniques are usually random, data analysis is quantitative or statistical for testing predetermined hypotheses, and quantitative research methods can be interpreted as positivist research methods used to study certain populations ((Sugiyono, 2017)

At PT Gudang Kreasi Idea, this research aims to determine the influence of organizational culture (X1), motivation (X2), and job satisfaction (Z) as intervening variables on employee performance (Y).

Based on a population of 156 employees, the minimum sample size taken is based on the Slovin formula with a margin of error of 5%. In this research sample (n) is the average number of employees at PT Gudang Kreasi Idea, and the equation is:

$$n = N / (1 + Ne^2)$$

$$n = 156 / (1 + 156(5\%)^2)$$

$$n = 112.23$$

Then rounded up to 112 respondents.

The indicators in question have been explicitly determined by the researcher for research purposes; hereinafter referred to as research variables. Variable indicators are made from variables to be measured using a Likert scale

## RESULTS AND DISCUSSION

The characteristics of respondents based on gender, length of service, and education are explained below based on data collected through questionnaires:

**Table 1. Respondent Profile**

Profile	Amount	Percentage
Gender		
1. Male	80	71
2. Female	32	29
Education		
1. High school	10	9
2. Diploma (D3)	20	18
3. Bachelor (S1)	80	71
4. Postgraduate (S2)	2	2
Years of service		
1. <1 years	35	31
2. 1-2 years	45	40
3. 3-4 years	22	20
4. 4-5 years	10	9

Based on the table above, it can be seen that the majority of research subjects were men, namely 80 people (71%) and 32 women (29%). This shows that respondents are more dominated by men. General description of research objects based on education, with the highest number being undergraduate education, 80 respondents (71%), then diploma education, 20 respondents (18%), then high school/equivalent education, 10 respondents (9%), and postgraduate education, 2 respondents (2%). general description of the research object based on length of work with the highest work period being 1-2 years as many as 45 respondents (40%) than a work period of less than one year as many as 35 respondents (31%) then work period of 3-4 years as many as 22 respondents (20%) and the working period with the smallest respondents was 4-5 years as many as 10 respondents (5%).

**Table 2 Loading Factor**

Indicator	Organizational culture (X1)	Job Satisfaction (Z)	Employee performance (Y)	Motivation (X2)	Cutt Off	Information
X1.1	0.862					Valid
X1.2	0.786					Valid
X1.3	0.864					Valid
X1.4	0.861					Valid
X1.5	0.906					Valid
X1.6	0.872					Valid
X1.7	0.859					Valid
X1.8	0.819					Valid
X2.1				0.830		Valid
X2.10				0.806		Valid
X2.2				0.793		Valid
X2.3				0.812		Valid
X2.4				0.791		Valid
X2.5				0.729		Valid
X2.6				0.757		Valid
X2.7				0.806		Valid
X2.8				0.712		Valid
X2.9				0.810	0.7	Valid
Y.1			0.818			Valid
Y.10			0.764			Valid
Y.2			0.795			Valid
Y.3			0.782			Valid
Y.4			0.845			Valid
Y.5			0.760			Valid
Y.6			0.741			Valid
Y.7			0.769			Valid
Y.8			0.779			Valid
Y.9			0.807			Valid
Z.1		0.824				Valid
Z.2		0.790				Valid
Z.3		0.816				Valid
Z.4		0.815				Valid
Z.5		0.841				Valid
Z.6		0.828				Valid
Z.7		0.815				Valid
Z.8		0.841				Valid



Table 2 above suggests that the model satisfies the convergent validity requirements based on the total loading factor, as the loading factor value is more than 0.7. Every indication is deemed legitimate for the organizational culture variable, motivation, work satisfaction, and performance variables.

**Table 3 Average Variance Extracted (AVE)**

Variabel	Average Variance Extracted (AVE)	Cutt-off	Information
Organizational culture (X1)	0.730	0.5	Valid
Motivation (X2)	0.617		Valid
Job Satisfaction (Z)	0.675		Valid
Employee performance (Y)	0.619		Valid

The fact that all of the AVE values in Table 3 above are greater than 0.5 indicates that every latent variable in the estimated model satisfies the convergent validity (valid) requirements.

**Table 4 Composite Reliability and Cronbach's Alpha**

Variabel	Cronbach's Alpha	rho_A	Composite Reliability	Cutt-off	Information
Organizational culture (X1)	0.947	0.950	0.956	0.700	Reliabel
Job Satisfaction (Z)	0.931	0.934	0.943		Reliabel
Employee performance (Y)	0.931	0.932	0.942		Reliabel
Motivation (X2)	0.931	0.935	0.941		Reliabel

All latent variables have Composite Reliability and Cronbach's Alpha values of more than 0.70, according to the construct reliability test findings shown in Table 3. For the estimated model's manifest variables to be deemed trustworthy when measuring latent variables

**Table 5 Structural Model Evaluation**

Variabel	R Square	R Square Adjusted	Cutt-off	Information
Job Satisfaction (Z)	0.345	0.333	< 0,5	Weak
Employee performance (Y)	0.630	0.619	0,5-0,75	Moderate

The test findings, which are displayed in Table 5, indicate that the job satisfaction (Z) R2 value is 0.345, which is less than 0.5 and is categorized as weak. These findings clarify that job satisfaction, organizational culture, and motivation affect 34.5%, and other characteristics not included in this study influence the remaining 65.5%. Simultaneously, the performance R2 value is 0.630, falling within the moderate range of 0.5-0.75. These findings explain why 63% of performance is determined by work satisfaction, motivation, and organizational culture, while 37% is determined by variables not included in this study.

Apart from the R Square value, the inner model is also measured by evaluating the Goodness of Fit Model with Q<sup>2</sup>. The formula used to obtain the predictive relevance value (Q<sup>2</sup>):

$$Q^2 = 1 - (1 - R^2_1)(1 - R^2_2)$$

$$Q^2 = 1 - (1 - 0.345)(1 - 0.630)$$

$$Q^2 = 1 - (0.655)(0.37)$$

$$Q^2 = 1 - 0.24235$$

$$Q^2 = 0.75765$$

$$Q^2 = 75.7659\%$$

The structural model in this study has a predictive relevance value of 75.765%, according to the Q<sup>2</sup> computation findings, indicating that the model can explain phenomena connected to the variables under investigation. Consequently, it can be concluded that the model is useful or that it has a predictive value that can be applied and is suitable for testing hypotheses.

Based on the findings of statistical testing, a structural model equation can be developed as follows before testing the hypothesis.

$$\text{Model: } Z = 0.265X_1 + 0.422X_2 + \zeta_1 \dots \dots (1)$$

Model testing results demonstrate the significance of the organizational culture variable (X1) and the positive relationship between motivation (X2) and job satisfaction (Z). This beneficial influence is evident in the path coefficient values for the motivation and organizational culture variables, which both display positive values of 0.422 and 0.265, respectively. Thus, organizational culture and motivation impact model one, and the more these factors rise, the higher the level of (excellent) work satisfaction.

$$\text{Model: } Y = 0.147X_1 + 0.423X_2 + 0.386Z + \zeta_1 \dots \dots (2)$$

The factors of work satisfaction (Z), motivation (X2), and organizational culture (X1) all positively affect performance (Y), according to the model testing results. It is possible to observe this beneficial influence by looking at the path coefficient values for the organizational culture, motivation, and job satisfaction variables, which reveal positive values of 0.147, 0.423, and 0.386, respectively. This implies that model two is influenced by corporate culture, motivation, and job happiness and that employee performance will improve (rise) to a greater extent the more positive these factors are.

The researcher will explain the findings of this study's path coefficient test and hypothesis testing.

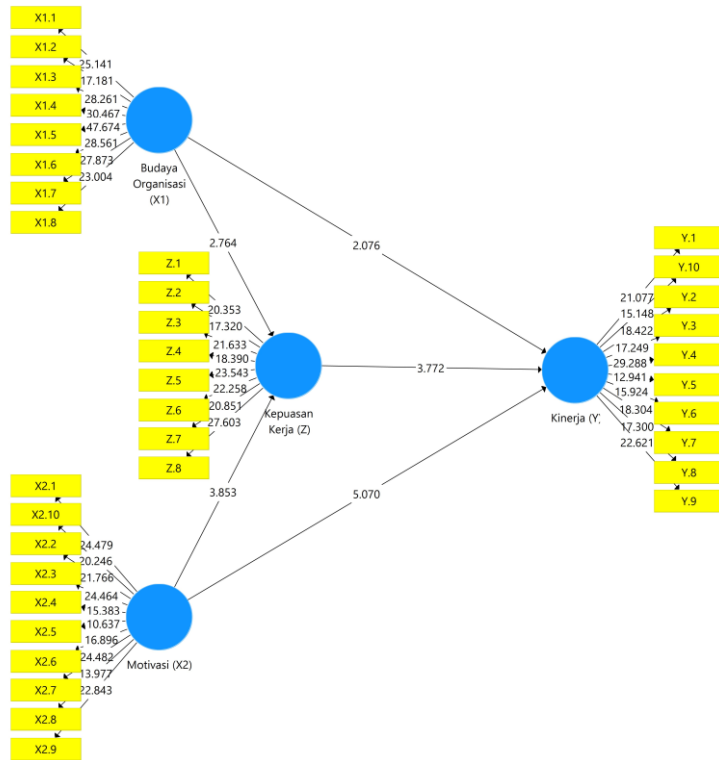


Figure 3 Path Diagram of t-Statistic Values (Bootstrapping)

Table 6 Hypothesis Testing

Variabel	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Information
<b>Direct Effect</b>						
Organizational Culture (X1) -> Employee performance (Y)	0.147	0.152	0.071	2.076	0.038	Signifikan
Motivation (X2) -> Employee performance (Y)	0.423	0.430	0.083	5.070	0.000	Signifikan
Organizational Culture (X1) -> Job Satisfaction (Z)	0.265	0.265	0.096	2.764	0.006	Signifikan
Motivation (X2) -> Job Satisfaction (Z)	0.422	0.423	0.109	3.853	0.000	Signifikan
Job Satisfaction (Z) -> Employee performance (Y)	0.386	0.375	0.102	3.772	0.000	Signifikan

Employee Performance (Y)		Indirect Effect				
Organizational Culture (X1) -> Job Satisfaction (Z) -> Performance (Y)	0.102	0.100	0.047	2.177	0.030	Signifikan
Motivation (X2) -> Job Satisfaction (Z) -> Performance (Y)	0.163	0.156	0.054	3.020	0.003	Signifikan

Based on the test results displayed in Table 6, which indicate that the path coefficient value of organizational culture on performance is 0.147 (significant), the t-statistic value  $>$  t-table ( $2.076 > 1.96$ ), and the p-value  $<$  significance level ( $0.038 > 0, 05$ ) support the acceptance of H1.

Table 6 presents the test results. It indicates that the path coefficient value of motivation on performance is 0.423 (significant). Additionally, the t-statistic value  $>$  t-table ( $5.070 > 1.96$ ) and the p-value  $<$  significance level ( $0.000 < 0.05$ ) support the conclusion that motivation significantly and favorably affects employee performance, supporting the acceptance of H2.

H3 is accepted based on the test results shown in Table 6, which indicate that organizational culture has a positive and significant impact on employee job satisfaction. The path coefficient value of organizational culture on job satisfaction is 0.265 (significant), followed by the t-statistic value  $>$  t-table ( $2.764 > 1.96$ ) and the p-value  $<$  significance level ( $0.006 < 0.05$ ).

Table 6 displays the test results. It can be seen that motivation has a positive and significant impact on employee job satisfaction because the path coefficient value of motivation on job satisfaction is 0.422 (significant), the t-statistic value  $>$  t-table ( $3.853 > 1.96$ ), and the p-value  $<$  significance level ( $0.000 < 0, 05$ ). As a result, H4 is accepted.

Based on Table 6's test results, which indicate that job satisfaction has a path coefficient value of 0.386 (significant) on performance, t-statistic value  $>$  t-table ( $3.772 > 1.96$ ), and p-value  $<$  significance level ( $0.000 < 0, 05$ ), it can be concluded that job satisfaction positively and significantly affects employee performance, and H5 is accepted.

Based on the test results displayed in Table 6, which indicate that job satisfaction is a mediator between organizational culture and employee performance, H6 is accepted. Specifically, the path coefficient value of organizational culture on performance through job satisfaction is 0.102 (significant), the t-statistic value  $>$  t-table ( $2.177 > 1.96$ ), and the p-value  $<$  significance level ( $0.030 < 0.05$ ).

The test results presented in Table 6 indicate that job satisfaction mediates motivation on performance, supporting H7. The path coefficient value of motivation on performance through job satisfaction is 0.163 (significant), followed by the t-statistic value  $> t\text{-table}$  ( $3.020 > 1.96$ ) and the p-value  $<$  significance level ( $0.003 < 0.05$ ).

The results of this research are discussed based on the following hypothesis:

1. Organizational culture influences performance

According to the results of testing the first hypothesis, employee work performance is positively and significantly influenced by corporate culture; this influence falls into the medium group. The findings suggest that there is a positive correlation between an organization's organizational culture and employee performance.

The study's findings concur with those of Anis Watul Khasanah's (2019) research, which asserts that employee performance is positively impacted by organizational culture and that employee performance will improve in companies with better and more favorable work cultures.

2. Motivation influences performance

The second hypothesis was tested, and the results indicate that employee work performance is positively and significantly influenced by motivation; therefore, employee performance is influenced by motivation in a medium way. These findings suggest that performance will grow proportionately with an employee's level of job motivation.

The present study's findings are consistent with those of Abdullah's (2018) research, which posits that employee performance is positively and significantly impacted by motivation. Specifically, increased employee work motivation within a company is associated with improved employee performance.

3. Organizational culture influences job satisfaction

The results of testing the third hypothesis indicate that organizational culture has a somewhat positive and significant impact on employee work satisfaction, falling into the medium range of effects. These findings suggest that worker job satisfaction will rise with an improved organizational culture within the company.

The study's findings concur with those of Elizabeth Fauziek and Yanuar's (2021) investigation, which indicates that organizational culture has a positive and significant impact on worker job satisfaction and that worker job satisfaction will rise with an organization's better and more favorable work culture.

4. Motivation influences job satisfaction

Based on the testing of the fourth hypothesis, it is evident that employee job satisfaction is positively and significantly influenced by motivation; this influence falls into the medium group. According to these findings, a worker's level of job satisfaction increases with their level of work motivation.

The present study's findings are consistent with those of Rangel Sousa Simoes, Riana, & Subudi (2017), who found that employee job satisfaction is positively impacted by motivation. Specifically, higher employee work motivation within a company is positively correlated with higher employee job satisfaction.

5. Job satisfaction influences performance

Test results for the fifth hypothesis indicate that job satisfaction has a somewhat positive and significant impact on employee performance; this relationship falls into the medium range. According to these findings, employee performance will rise in direct proportion to job happiness.

The study's findings are consistent with research conducted in 2005 by Bavendam Research Incorporated, which found that job satisfaction has a significant positive impact on workers' performance and that the more satisfied workers are with their jobs, the better their performance will be at work.

6. Organizational culture influences employee performance through job satisfaction

Test results for the sixth hypothesis indicate that job satisfaction moderates the impact of organizational culture on employee performance; however, job satisfaction plays a relatively small role in mediating the structurally indirect effect of organizational culture on employee performance. These findings suggest that improved employee performance and job satisfaction are directly correlated with an improved company culture.

The findings of the present study are consistent with those of Waluyo's (2015) research, which determined that job satisfaction, an indirect measure of organizational culture, influences employee performance. In other words, higher job satisfaction and higher employee performance are associated with better organizational cultures.

7. Motivation influences employee performance through job satisfaction

Test results for the seventh hypothesis indicate that job satisfaction moderates the impact of motivation on employee performance; however, job satisfaction plays a very small role in mediating the indirect effect of motivation on employee performance at the structural level. These findings suggest that more motivation will enhance worker performance and job satisfaction.

The findings of this study support those of Nurcahyani & Adnyani's (2016) research, which found that job satisfaction and motivation have an indirect relationship that increases employee performance. In other words, higher motivation results in higher job satisfaction and higher performance from employees.

## **CONCLUSIONS AND RECOMMENDATIONS**

Based on the results of the analysis, it is concluded as follows:

1. Organizational culture has a positive and significant effect on employee performance at PT. Idea Creation Warehouse, the better the organizational culture will improve employee performance,
2. Motivation has a positive and significant effect on employee performance at PT. Idea Creation Warehouse, the higher the level of employee motivation will increase employee performance,
3. Organizational culture has a positive and significant effect on employee job satisfaction at PT. Idea Creation Warehouse, the better the company's organizational culture, the higher the level of employee satisfaction,

4. Motivation has a positive and significant effect on employee job satisfaction at PT. Idea Creation Warehouse, the higher the employee motivation, the higher the employee job satisfaction.
5. Job satisfaction has a positive and significant effect on employee performance at PT. Idea Creation Warehouse, higher employee job satisfaction will increase employee performance,
6. Organizational culture influences employee performance through job satisfaction as an intervening variable at PT. Idea Creation Warehouse, the better the organizational culture and job satisfaction will improve employee performance,
7. Motivation influences employee performance through job satisfaction as an intervening variable at PT. Gudang Kreasi Idea is that higher motivation and job satisfaction will improve employee performance, high motivation will have a positive impact on job satisfaction and employee performance, the role of job satisfaction in mediating the indirect influence of motivation on employee performance at the structural level is relatively low

#### **FURTHER STUDY**

Based on the research results, the suggestions in this research are as follows:

Suggestions for further research

This research was only conducted on one company with a sample of 123 people. The researcher suggests increasing the data from observations and interviews to deepen the results, as well as to examine more deeply what factors or variables cause employee performance problems, apart from organizational culture, motivation and satisfaction. work, as well as looking for answers to questions like this as part of further research, what factors influence employee performance and what aspects influence job satisfaction

Organizations should instill a positive culture in every employee by implementing efficient onboarding procedures, conveying desired values in a language spoken by the majority of employees, and providing encouragement to staff and employees by praising their ability to uphold company principles. Additionally, the organization recognizes and rewards employees who go above and beyond in upholding company principles. In making company regulations, employee representatives should be involved so that the regulations made can be implemented by employees. The company holds a family gathering every year for all employees to increase employee morale.

For work motivation, provide rewards and punishment to employees, by giving awards to the best employees every month by providing incentives or bonuses that are widely announced in the company, in order to motivate employees to work better for the company.

Employees should have self-awareness in the process of completing their work so that without needing to be supervised by superiors, their work can be

completed on time and in accordance with currently applicable standard operating procedures. The company provides training to employees who excel by providing scholarships and special training.

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