

The Influence of Organizational Culture, Work Motivation, and Workload on Performance Through Employee Satisfaction at PT. Astanita Sukses Apindo (FIREDOME)

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Abstract. The outcomes from this exploration are that hierarchical culture affects representative execution with a t-measurement worth of 1.98 > a t-measurement worth of 3,237 with an importance worth of 0.001 < 0.05. Work inspiration affects Occupation Fulfillment with a t-count worth of 2.651 > from a t-measurement worth of 1.98 with an importance worth of 0.008 < 0.05. Responsibility affects Occupation Fulfillment with a t-count worth of 6.532 > from a t-measurement worth of 1.98 with an importance worth of 0.000 < 0.05. Responsibility fundamentally affects worker execution with a t worth of 2.559 > 1.98. Work Fulfillment fundamentally affects Representative Execution with a t-count worth of 2.935 > from a t-measurement worth of 1.98 with an importance worth of 0.003 > 0.05.

Keywords: Organizational culture, workload, work motivation, job satisfaction, employee performance

1 Introduction

Executors of various activities but also as thinkers and planners in achieving organizational objectives.[1] In the current era of globalization, characterized by intense competition, organizations are compelled to enhance their effectiveness and efficiency to ensure their continuity. One such company grappling with these dynamics is PT Astanita Sukses Apindo (Firedome), a national enterprise specializing in manufacturing firefighting equipment and extinguishers.

The performance of employees within the company is paramount, as it closely correlates with the attainment of strategic organizational goals.[2] Job satisfaction among employees plays a pivotal role in elevating their performance levels. Satisfied employees tend to exhibit higher levels of motivation and productivity[3]. However, several factors, including organizational culture, work motivation, and workload, can significantly influence employees' satisfaction and performance.

Within the context of PT Astanita Sukses Apindo (Firedome), numerous challenges necessitate identification and resolution. These challenges encompass the efficacy of organizational culture, excessive workload, suboptimal job satisfaction, deficient work

motivation, and employee performance not reaching its zenith. Addressing these challenges warrants meticulous and targeted research endeavors.

This study shall concentrate on examining the impact of organizational culture, work motivation, and workload on employee performance, alongside their ramifications on job satisfaction at PT Astanita Sukses Apindo (Firedome). Through exhaustive analysis, this research aspires to furnish a deeper comprehension of the internal dynamics of the company, thus proffering recommendations for enhancement.

Adopting a scientific approach, this research endeavors to empirically validate the relationships between the variables under scrutiny. The data acquired will serve as a substantial contribution to HR management discourse, furnishing managerial echelons with invaluable insights to ameliorate employee performance and satisfaction.

The utility of this research is multifaceted. From a scholarly perspective, it stands to enrich the corpus of HR management literature with novel insights. For enterprises, the findings of this research can serve as a compass for formulating policies and initiatives aimed at enhancing employee performance and satisfaction. For researchers, this endeavor promises to be a rewarding scholarly pursuit, enriching their comprehension and expertise in this domain.

In the backdrop of a fiercely competitive global landscape, this research endeavors to furnish significant contributions toward comprehending the dynamics of contemporary organizations and avenues to fortify the efficacy of human resources management. Thus, this research shall serve as a pivotal initial stride in the voyage toward sustained success for PT Astanita Sukses Apindo (Firedome) and analogous entities.

2 Literature Review

2.1 Human Resource Management

Human Resource Management (HRM) involves the planning, organizing, and managing of human resources within an organization to achieve common goals. Mangkunegara [4] asserts that HRM encompasses processes ranging from recruitment, development, to the management of the workforce, all conducted considering management principles to achieve organizational effectiveness.

2.2 Performance

Employee performance encompasses not only the work outcomes obtained but also all behaviors that influence the achievement of organizational goals. According to Colquitt, LePine, & Wesson[5], performance involves the positive or negative contributions of employees to organizational objectives, covering both quantitative and qualitative aspects of the work performed.

2.3 Organizational Culture

Organizational culture encompasses norms, values, and behaviors that characterize an organization. Fakhar et al. (2013)[6] highlight the importance of a strong organizational culture

in achieving company goals through good employee performance. A solid organizational culture supports the achievement of good governance and effective public service.

2.4 Work Motivation

Work motivation is an internal drive that encourages individuals to work diligently and enthusiastically. Hasibuan [7] explains that work motivation plays a crucial role in enhancing creativity, performance, and the achievement of organizational visions and missions. Work motivation also contributes to building employees' personality and social competencies.

2.5 Workload

Workload refers to the pressure arising from job demands on individuals. Gibson and Ivancevich[8] describe that workload can stem from both physical and mental tasks received by employees. These factors can affect the well-being and productivity of employees in carrying out their tasks.

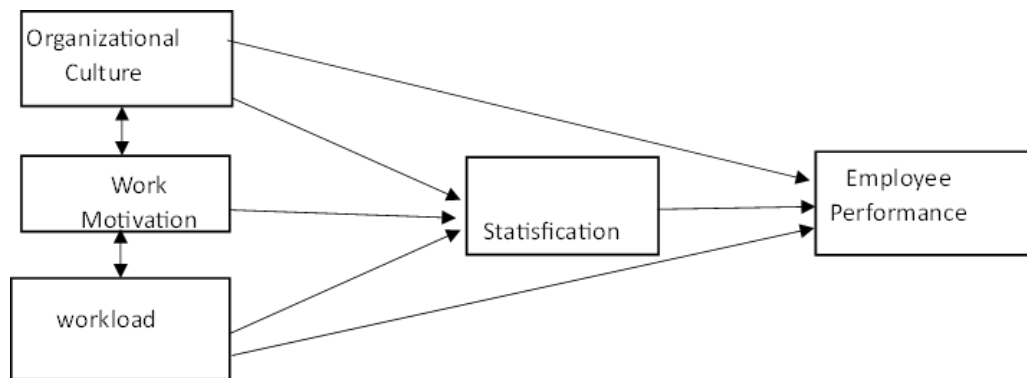


Fig. 1. Framework

Source: Compiled Data by the Author (2024)

2.6 Hypotheses

Based on the theoretical description and framework outlined above, in this study, the author proposes the following hypotheses:

1. Hierarchical Culture straightforwardly affects Representative Execution.
2. Work Inspiration straightforwardly affects Representative Execution.
3. Employee performance is directly impacted by workload.
4. Hierarchical Culture straightforwardly affects Occupation Fulfillment.
5. Work Inspiration straightforwardly affects Occupation Fulfillment.
6. Responsibility straightforwardly affects Occupation Fulfillment.
7. Authoritative Culture by implication affects Worker Execution.
8. Work Inspiration by implication affects Representative Execution.
9. Responsibility by implication affects Worker Execution.
10. Employee performance is directly affected by job satisfaction.

3 Methods

The research methodology employed in this study is a survey method with a quantitative approach. Data collection was conducted through the administration of primary data-gathering instruments, predominantly utilizing questionnaires. The research spanned a duration of approximately three months, commencing in May 2023. The study population encompassed the entire workforce of PT Astanita Sukses Apindo (Firedome), totaling 155 individuals. The sample selection process employed purposive sampling, resulting in the inclusion of 112 respondents who met predetermined criteria.

The collected data pertained to various variables, including organizational culture, work inspiration, responsibility, work fulfillment, and representative execution. Estimation of these factors was executed utilizing Likert scales. Descriptive statistical methods were used in data analysis to distinguish between research variables and sample characteristics. Besides, relapse investigation was utilized to examine the connection between autonomous factors (authoritative culture, work inspiration, and responsibility) and ward factors (work fulfillment and representative execution).

During the analytical phase, validity and reliability assessments of the instruments were conducted to ensure the integrity and consistency of the data. Additionally, regression tests were conducted to evaluate the hypotheses posited in the study. Interpretation of the analysis results involved a comparative examination of regression coefficient values, significance levels, and the directional impact of variables. Research conclusions were drawn based on the analysis and interpretation of data, serving as a foundation for offering recommendations to PT Astanita Sukses Apindo (Firedome) aimed at enhancing employee performance through the improvement of organizational culture, work motivation, and workload management.

4 Result

4.1 Results of Partial Least Square Analysis (Smart PLS)

The information examination procedure utilized in this study used the Halfway Least Square (PLS) approach with the guide of Brilliant PLS programming. The measurement model (outer model) and the structural model (inner model) analysis were among the tests required for the structural equation modeling analysis). Below are the results of each test:

4.1.1 *Analysis of the Measurement Model or Outer Model*

The tests conducted within the outer model comprised convergent validity, discriminant validity, Composite Reliability, and Cronbach's Alpha.

4.1.2 *Results of AVE Testing*

Another method employed to gauge and ascertain discriminant validity is by assessing the square root of the Average Variance Extracted (AVE). The outcomes of this evaluation are presented below:

Table 1. Table of AVE Testing Results

	Average Variance Extracted (AVE)
Workload	0.687
Organizational Culture	0.654
Job Satisfaction	0.667
Employee Performance	0.622
Work Motivation	0.685

Source: Data processed by SmartPLS 3.0

The Typical Change Removed (AVE) should be more prominent than 0.5 for each develop with relationship values between builds in the model.[9] Based on the data above, each indicator has an AVE above 0.5 and is considered valid.

4.1.3 Results of Discriminant Validity Test – Fornell Larcker Criterion

Table 2. Table of Discriminant Validity Test – Fornell Larcker Criterion

	Workload	Organizational Culture	Job Satisfaction	Employee Performance	Work Motivation
Workload	0.829				
Organizational Culture	0.764	0.809			
Job Satisfaction	0.930	0.707	0.817		
Employee Performance	0.930	0.622	0.920	0.789	
Work Motivation	0.966	0.766	0.866	0.891	0.828

Source: Data processed by SmartPLS 3.0

From the table above, it tends to be seen that the upsides of the square base of normal change removed are 0.829, 0.809, 0.817, 0.789, and 0.828. These values are greater than the correlations between each construct, fulfilling the criteria for discriminant validity.

4.1.4 The results of the Composite Reliability and Cronbach's Alpha tests

The consequences of the Composite Unwavering quality and Cronbach's Alpha test show the dependability of the builds. As per Ghozali and Latan (2015)[10], builds are thought of as solid if both Cronbach Alpha and Composite Dependability values surpass 0.7 for corroborative examination, while values somewhere in the range of 0.6 and 0.7 are as yet OK for exploratory examination.

Table 3. Table of Composite Reliability and Cronbach's Alpha Test

	Cronbach's Alpha	rho_A	Composite Reliability
Workload	0.848	0.850	0.898

	Cronbach's Alpha	rho_A	Composite Reliability
Organizational Culture	0.824	0.825	0.883
Job Satisfaction	0.874	0.876	0.909
Employee Performance	0.878	0.880	0.908
Work Motivation	0.907	0.912	0.928

Source: Data processed by SmartPLS 3.0

A construct is considered reliable if the Cronbach's Alpha and Composite Reliability values are above 0.7. Based on the data above, it can be concluded that each research variable is reliable.

4.2 The Structural Model or Inner Model Analysis

The inner model represents the relationships between latent variables (endogenous and exogenous) as outlined in the conceptual framework. The testing stages in the inner model include the following steps:

4.2.1 R-Square (*Simultaneous Effects*)

The assessment of the primary model in PLS begins with looking at the R-square of every ward dormant variable. R-square makes sense of the impact of exogenous idle factors on endogenous inactive factors, whether it makes considerable impacts.

Table 4. The R-Square Test Table

	R Square	R Square Adjusted
Job Satisfaction	0.881	0.878
Employee Performance	0.908	0.904

Source: Data processed by SmartPLS 3.0

The table above illustrates that the R-Square values for the Job Satisfaction variable (Z) indicate a value of 0.881, while the Employee Performance variable (Y) shows a value of 0.908. These findings suggest that in Structural Model 1, the Job Satisfaction variable exhibits robustness, affirming that Organizational Culture, Work Motivation, and Workload collectively influence Job Satisfaction by 88.1% within the model framework, leaving 11.9% attributed to external variables beyond the scope of this study. Similarly, within Structural Model 2, the Employee Performance variable demonstrates strength, indicating that Organizational Culture, Work Motivation, Workload, and Job Satisfaction jointly affect Employee Performance by 90.8% within the model, with the remaining 9.2% being influenced by extraneous variables not encompassed in this research.

4.2.2 F-Square (Partial Effect)

Table 5. Table F-Square Test Results

Workload	Organizational Culture	Job Satisfaction	Employee Performance
Workload		0.002	0.213
Organizational Culture		0.135	0.020
Job Satisfaction		1.054	0.088
Employee Performance			0.257
Work Motivation			

Source: Data processed using SmartPLS 3.0

Estimation of F-Square, or impact size, fills in as a measure for assessing the general effect of an exogenous variable on an endogenous variable. The proportion of variance in the dependent variable that is explained by the independent variable is shown by the F-Square, also known as the coefficient of determination. As framed in Table:

1. The influence of Workload on Job Satisfaction is 0.088, denoting a weak (small) effect on Employee Performance ($P = 0.02 - 0.14$).
2. The effect of Organizational Culture on Employee Performance is 0.213, indicating a moderate influence on Employee Performance ($P = 0.15 - 0.34$).
3. Job Satisfaction exerts an effect size of 0.257 on Employee Performance, signifying a moderate influence ($P = 0.15 - 0.34$).
4. The effect size of Work Motivation on Employee Performance is 0.020, indicating a weak (small) influence ($P = 0.002 - 0.014$).

4.2.3 Q-Square

Q-square estimates the prescient significance for a primary model. It evaluates how well the noticed qualities are created by the model and its boundary gauges.

Table 6. Table Q-Square Result

	Q ²
Job Satisfaction (Z)	0.572
Employee Performance (Y)	0.552

Source: Data processed using SmartPLS 3.0

Based on the Q-Square values in Table above, the value for the Job Satisfaction variable (Z) is 0.572, indicating that this PLS model possesses strong predictive relevance. Similarly, for the Employee Performance variable (Y), the Q-Square value is 0.552, suggesting strong predictive relevance for the Performance variable as well. With $Q^2 > 0.5$, it can be inferred that the observed values have been well reconstructed.

4.3 Nilai Goodness of Fit (GOF)

The Goodness of Fit (GOF) describes the overall model adequacy, calculated from the squared residuals of the predicted model compared to the actual data.

Table 7. Table Goodness of Fit (GOF) Values

	Average Variance (AVE)	R2 ExtractedJob Satisfaction	R2 Employee Performance
Workload	0.687		
Organizational Culture	0.654		
Job Satisfaction	0.667	0.881	
Employee Performance	0.622		0.908
Work Motivation	0.685		
Average	0.663	0.881	0.908

Source: Data processed using SmartPLS 3.0

Based on the calculations from Table above, the GOF value for (Z) is 0.514, and for (Y) it is 0.546. Consequently, it can be concluded that the congruence between the inner model and the outer model is robust, as it yields GOF values exceeding 0.38, indicating a strong level of fitness.

4.4 Hypothesis Testing

The assessed values for the way connections in the underlying model should be huge. The importance an incentive for this speculation can be gotten through bootstrapping systems. Importance in the speculation is evaluated by analyzing the coefficient boundary values and the importance level of the T-measurement in the bootstrapping report calculation. To decide importance, the T-table worth at alpha 0.05 (5%) = 1.96 is contrasted and the determined T-esteem (T-measurement).

Table 8. Table of Hypothesis Testing Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational Culture -> Employee Performance	0.220	0.226	0.068	3.237	0.001
Work Motivation -> Employee Performance	0.181	0.182	0.224	0.812	0.417
Workload -> Employee Performance	0.509	0.506	0.342	1.487	0.138
Organizational Culture -> Job Satisfaction	0.025	0.015	0.065	0.375	0.708

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work Motivation -> Job Satisfaction	0.500	0.530	0.188	2.651	0.008
Workload -> Job Satisfaction	1.394	1.433	0.213	6.532	0.000
Organizational Culture -> Job Satisfaction -> Employee Performance	0.011	0.006	0.032	0.337	0.736
Work Motivation -> Job Satisfaction -> Employee Performance	0.223	0.236	0.120	1.855	0.064
Workload -> Job Satisfaction -> Employee Performance	0.621	0.646	0.243	2.559	0.011
Job Satisfaction -> Employee Performance	0.446	0.452	0.152	2.935	0.003

Source: Data processed using SmartPLS 3.0

5 Discussion

5.1 Organizational Culture & Employee Performance

The research findings ascertain that a robust organizational culture yields a constructive influence on employee performance within PT Astanita Sukses Apindo (Firedome). With an original sample value of 0.220 and a T-statistic of 3.273, surpassing the critical threshold of 1.98 at a significance level of $\alpha = 0.05$ (5%), alongside a P-Value of 0.001, falling below 0.05, hypothesis 1 is deemed substantiated.

5.2 Work Motivation & Employee Performance

At PT Astanita Sukses Apindo (Firedome), the empirical evidence indicates that there is no significant correlation between employee performance and work motivation. Showing a unique example worth of 0.181 and a T-measurement of 0.812, which falls underneath the basic edge of 1.98 at an importance level of $\alpha = 0.05$ (5%), combined with a P-Worth of 0.417, surpassing 0.05, speculation 2 is subsequently discredited.

5.3 Workload & Employee Performance

The research outcomes indicate an absence of significant linkage between workload and employee performance at PT Astanita Sukses Apindo (Firedome). With an original sample

value of 0.509 and a T-statistic of 1.487, below the critical threshold of 1.98 at a significance level of $\alpha = 0.05$ (5%), combined with a P-Value of 0.417, surpassing 0.05, hypothesis 3 is likewise invalidated.

5.4 Organizational Culture & Job Satisfaction

The research findings suggest no discernible correlation between organizational culture and job satisfaction among employees at PT Astanita Sukses Apindo (Firedome). Demonstrating an original sample value of 0.025 and a T-statistic of 0.375, beneath the critical threshold of 1.98 at a significance level of $\alpha = 0.05$ (5%), complemented by a P-Value of 0.708, surpassing 0.05, hypothesis 4 is also negated.

5.5 Work Motivation & Job Satisfaction

The study reveals a significant association between work motivation and job satisfaction among employees at PT Astanita Sukses Apindo (Firedome). With an original sample value of 0.500 and a T-statistic of 2.651, surpassing the critical threshold of 1.98 at a significance level of $\alpha = 0.05$ (5%), and a P-Value of 0.008, falling below 0.05, hypothesis 5 is upheld.

5.5.1 Workload & Job Satisfaction

The research findings indicate a significant correlation between workload and job satisfaction among employees at PT Astanita Sukses Apindo (Firedome). Exhibiting an original sample value of 1.394 and a T-statistic of 6.532, surpassing the critical threshold of 1.98 at a significance level of $\alpha = 0.05$ (5%), in conjunction with a P-Value of 0.00, falling below 0.05, hypothesis 6 is corroborated.

5.5.2 Organizational Culture, Employee Performance, & Job Satisfaction

The exploration discoveries suggest an irrelevant relationship between hierarchical culture and representative execution with work fulfillment as intercession at PT Astanita Sukses Apindo (Firedome). Hypothesis 7 is disproved with an original sample value of 0.011, a T-statistic of 0.337, below the critical threshold of 1.98 at a significance level of $\alpha = 0.05$ (5%), and a P-Value of 0.736, above 0.05.

5.6 Work Motivation, Employee Performance, & Job Satisfaction

The findings suggest a lack of significant correlation between work motivation, employee performance, and job satisfaction as mediation at PT Astanita Sukses Apindo (Firedome). Manifesting an original sample value of 0.223 and a T-statistic of 1.855, beneath the critical threshold of 1.98 at a significance level of $\alpha = 0.05$ (5%), alongside a P-Value of 0.064, surpassing 0.05, hypothesis 8 is also invalidated.

5.7 Workload, Employee Performance, & Job Satisfaction

As a mediator at PT Astanita Sukses Apindo (Firedome), the research reveals a significant correlation between workload, employee performance, and job satisfaction. Confirming a unique example worth of 0.621 and a T-measurement of 2.559, outperforming the basic edge of 1.98 at an importance level of $\alpha = 0.05$ (5%), along with a P-Value of 0.011, falling below 0.05, hypothesis 9 is affirmed. This underscores the notion that proficient workload management can influence employee performance, consequently enhancing job

satisfaction within the organization.

5.8 Job Satisfaction & Employee Performance

The examination results show a critical relationship between occupation fulfillment and worker execution at PT Astanita Sukses Apindo (Firedome). With a unique example worth of 0.446 and a T-measurement of 2.935, outperforming the basic limit of 1.98 at an importance level of $\alpha = 0.05$ (5%), and a P-Value of 0.003, falling below 0.05, hypothesis 10 is also validated. This highlights the constructive contribution of heightened job satisfaction to employee performance within the company.

Consequently, the comprehensive findings of this research offer valuable insights into the determinants of employee performance and job satisfaction within PT Astanita Sukses Apindo (Firedome), alongside practical implications conducive to enhancing organizational and employee welfare holistically.

6 Conclusion

In this exploration try, we led an examination because of hierarchical culture, work inspiration, and responsibility on representative execution at PT Astanita Sukses Apindo (Firedome), with work fulfillment filling in as an intervening component. The exploration results uncover that a deeply grounded hierarchical culture applies a critical effect on worker execution. A favorable, comprehensive, and inspirational hierarchical culture invigorates workers to deliver improved commitments. Additionally, employee job satisfaction is positively impacted by work motivation.; however, not all facets of work motivation exhibit statistically significant effects on performance.

Conversely, adept management of workload demonstrates a constructive influence on both job satisfaction and employee performance. When employees effectively tackle tasks within reasonable timeframes and without feeling burdened by excessive workloads, they tend to experience higher levels of satisfaction and are poised to deliver superior performance.

These findings furnish a profound comprehension of the determinants of employee performance and job satisfaction within the organization. Recommendations stemming from this inquiry encompass the enhancement of a supportive organizational culture, the identification and reinforcement of pertinent work motivators, and the judicious management of employee workloads. Through the implementation of these recommendations, it is envisaged that the company can elevate overall employee performance and satisfaction levels.

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