

The Effect of Organizational Culture on Employee Performance with Job Satisfaction as an Intervening Variable on Indonesian Maritime Transportation Company

Langgeng Setyono, Elang Gibran Larrantukal, Mufida Aulia

Departement of Business Administration Universitas Brawijaya, Malang, Indonesia

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Abstract

Having qualified human resources is one important factor in a business's success. Companies need to manage their human resources effectively and efficiently for employees to perform at their best. Authoritative culture and occupation fulfillment are a few factors that can further develop worker execution. As a result, this study is crucial for determining the impact of organizational culture on employee job satisfaction and performance. This study employs an explanatory and quantitative methodology. This study included 135 respondents, with the number of subjects calculated using the Slovin formula and selected through simple random sampling. SmartPLS 4.0 is used to process the PLS-SEM used in the data analysis method. The direct effect reveals that organizational culture significantly influences employee performance, job satisfaction significantly affects organizational culture, job satisfaction does not notably influence employee performance, and it does not act as a mediator in the relationship between organizational culture and employee performance. Maritime Transportation Company can use these findings to improve employee performance by emphasizing job satisfaction and fostering a supportive organizational culture.

Pengaruh Organizational Culture terhadap Employee Performance dengan Job Satisfaction sebagai Variabel Intervening pada Perusahaan Transportasi Laut di Indonesia

Abstrak

Salah satu poin penting dalam keberhasilan suatu perusahaan adalah mempunyai sumber daya manusia yang memumpuni. Penting bagi perusahaan untuk mampu mengatur sumber daya manusia dengan efektif dan efisien, agar karyawan mampu memberikan performance terbaiknya. Organizational culture dan job satisfaction merupakan beberapa faktor yang mampu meningkatkan performance karyawan. Dengan demikian, penelitian ini sangat penting untuk mengidentifikasi dampak organizational culture pada employee performance melalui job satisfaction. Pendekatan kuantitatif dengan explanatory research dipakai pada penelitian ini. Teknik sampling yang dipakai yakni simple random sampling dan rumus Slovin sebagai penentuan jumlah sampel, sebanyak 135 responden berpartisipasi pada penelitian ini. Teknik analisis data memakai PLS-SEM yang diolah dengan SmartPLS 4.0. Penelitian ini menghasilkan pengaruh langsung yang menunjukkan bahwa variabel organizational culture berdampak signifikan pada employee performance, organizational culture berdampak signifikan pada job satisfaction, tidak ditemukan dampak signifikan job satisfaction pada employee performance, sementara itu job satisfaction tidak mampu memediasi dampak antara organizational culture pada employee performance. Hasil temuan ini, dapat membantu perusahaan transportasi laut di Indonesia dalam meningkatkan performance karyawan melalui job satisfaction dan organizational culture.

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correspondence Address

Institutional address: Universitas Brawijaya, Jl. Veteran 10-11 Malang, Malang, Indonesia

E-mail: langsetyono@ub.ac.id (Langgeng Setyono)

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Companies must increase their competitive capacity to survive in the current highly competitive and ever-changing business environment. Companies must manage their current workforce effectively to achieve the expected results. Errors in human resource management are one of the reasons why most businesses cannot achieve their goals (Bangun, 2012). A company's talent is an essential asset in achieving success. Thus, if human resource management is carried out correctly, the company can achieve success through the excellent performance of its employees.

Performance is a responsibility completed successfully by an individual or team (Azlen *et al.*, 2022). The employee's performance is crucial for the company's overall success. One of the main successes of the company is achieving a high level of performance. Organizational culture can define as a system in sharing the mean among members in an organization (Robbins, 2002; Robbins & Judge, 2013). How successfully employees perform their duties is a crucial indicator of their performance. Therefore, improving employee performance is vital for companies. In addition, organizational culture can influence on job satisfaction in previous studies (Al-Sada *et al.*, 2016); Ahmed & Mahmood, 2015; El-Nahas *et al.*, 2013; Sabri *et al.*, 2011)

In improving performance, many factors can influence it, one of which companies can implement organizational culture (Hakim, 2015; Sangadji, 2013; Shahzad *et al.*, 2013). According to Riyanto & Panggabean (2019). Culture is the rules, values, and beliefs that are applied so employees can behave and adapt to organizational life. Employees who can adjust to the organizational environment have the opportunity to work well according to organizational goals. When an organization's values are aligned with its members' values, performance will improve. Employees who work in an environment with such a culture

tend to give their all, which is very important for business success.

Conversely, an inappropriate corporate culture will disrupt operations. Based on the findings of several previous studies, there is a research gap between Kenedi *et al.* (2022) and Jufrizen *et al.* (2021). Their findings indicate that the culture of an organization can significantly affect employee performance. Meanwhile, other findings reveal that organizational culture has no substantial impact on the performance of the employee (Yanto & Aulia, 2021).

Additionally, job satisfaction is correlated with employee performance. The reaction to job satisfaction influences a person's attitude toward various aspects of the work. Farisi (2021) defines job satisfaction as the degree to which employees find fulfillment in their roles and workplace environment. A strong sense of job satisfaction is believed to enhance employee performance (Yuen *et al.*, 2018; Fadlallah, 2017; Octaviannand *et al.*, 2017); conversely, reduced job satisfaction leads to numerous negative outcomes, including high levels of absenteeism, intentions to quit, laziness at work, and others. As indicated by Farisi (2021), work fulfillment will urge representatives to build their endeavors to achieve better accomplishments. Work will be done at its best, and employees will strive to improve their performance when they are satisfied. This will unquestionably help all functional exercises in the organization.

The researcher intends to investigate whether the organizational culture influences employee performance through job satisfaction among employees at Indonesia Maritime Transportation Company. This company is engaged in transportation services, and the researchers chose it as the subject of their study due to observed phenomena related to employee performance, specifically attendance. There are still employees who arrive late or are not punctual when entering the office. The graph below

summarizes this phenomenon based on employee tardiness data at Indonesia Maritime Transportation Company from July to December 2022.

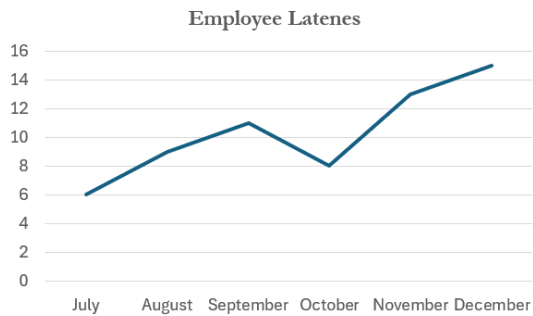


Figure 1. Employee Lateness

Source: Maritime Transportation Company

Based on the recapitulation of employee delays in Figure 1, there is a noticeable increase in tardiness each month. If this issue is left unaddressed, it will likely affect the overall attendance rate of employees. Frequent tardiness can lead to unscheduled absences and disrupt employee performance and productivity. Moreover, punctuality problems can hinder tasks that rely on a strict schedule, negatively impacting the company's efficiency and its ability to meet specific deadlines. Therefore, this phenomenon can explain the performance issues, particularly those related to employee attendance.

LITERATURE REVIEW

Organizational Culture Theory

Robbins & Judge (2013) describe organizational culture as part of the beliefs and values that distinguish one organization from another. This culture is rooted in the collective values and beliefs of its members, who view these principles as guidelines for behavior. Edison *et al.* (2016) define culture as patterns of behavior that develop over time and become embedded in how people work, and organizations are run. Meanwhile, Schein (2010) explains that organizational culture consists of beliefs that are widely accepted and approved

formally and generally to be practiced in an organization.

The rules or values that guide each employee's behavior and the environment are known as culture (Sugiono & Tobing, 2021). Therefore, all employees follow the dominant culture to adapt to their colleagues. Work attitudes and employee performance are both influenced by organizational culture (Mekka *et al.*, 2021). Robbins & Judge (2013) identify several characteristics for evaluating organizational culture encompasses various aspects, such as innovation and risk-taking, meticulousness, results-driven focus, people-centric approach, team collaboration, competitive spirit, and stability.

Job Satisfaction Theory

Job satisfaction is when employees experience happiness when their work sufficiently meets their needs (Luthans, 2011). Robbins & Judge (2013) offer a similar definition, describing job satisfaction as an employee's positive feelings about their job stemming from performance assessment. Employee happiness is reflected when individuals are interested in their work and wish to contribute to the organization.

According to Priyono & Marnis (2008), job satisfaction is an employee's emotional state who considers his work valuable. Job satisfaction is affected by various aspects, including personal traits and job characteristics (Rast & Tourani, 2012). In addition, Farisi (2021) defined job satisfaction as the degree to which employees positively assess their work and the environment in which they operate. Each employee has perceptions and specifications; therefore, the high or low satisfaction level also varies.

According to Luthans (2011), job satisfaction can be measured from five dimensions: (1) the nature of the work itself, (2) compensation, (3) opportunities for advancement,

(4) supervision, and (5) relationships with coworkers.

Employee Performance Theory

According to Mangkunegara (2019), employee performance is assessed based on the quality and quantity of work completed within a specified period in alignment with the assigned tasks. Similarly, Bangun (2012) defines performance as achieving an employee's work outcomes relative to job requirements. Each position entails requirements employees must fulfill to achieve job goals or standards. Employees are expected to complete their tasks by these standards, as they serve as benchmarks for performance evaluation.

Masram & Mu'ah (2017) define performance as the results or level of success of a person during a task execution period compared to various options, such as work norms. So, workers must ensure high quality and productivity to meet work standards (Kenedi *et al.*, 2022). Bangun (2012) identifies five dimensions for evaluating employee performance: quality of work, quantity of work, timeliness, attendance, and cooperation skills.

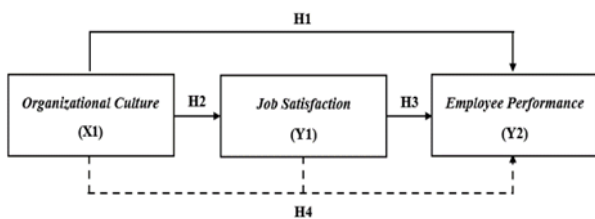


Figure 2. Model of Research Hypothesis

Source: Processed by Researcher (2024)

Hypotheses:

H1: Organizational culture (X1) has a significant influence on employee performance (Y2).

H2: Organizational culture (X1) has a significant influence on job satisfaction (Y1).

H3: Job satisfaction (Y1) has a significant influence on employee performance (Y2).

H4: Organizational culture (X1) has a significant influence on employee performance (Y2), mediated by job satisfaction (Y1).

METHOD

This study employs a quantitative approach with explanatory research, aiming to investigate the relationships between exogenous, intervening, and endogenous variables. According to Sugiyono (2019), explanatory research is a method that describes the positions of the variables under study and the impact of one variable on another. The research instrument uses a questionnaire with a Likert scale of 1-5 to measure the indicators of the variables under investigation.

Table 1. Indicator of Variables

Variable	Indicators
Organizational Culture (Robbins <i>et al.</i> , 2016)	1. Innovation and risk-taking, 2. attention to detail 3. Results orientation, 4. People orientation 5. Team orientation 6. Aggressiveness 7. Stability
Job Satisfaction (Luthans, 2011)	1. the nature of the job itself 2. Compensation, 3. Opportunities for promotion, 4. Supervision, 5. Relationships with coworkers.
Employee Performance (Bangun, 2012)	1. Quality of work, 2. Quantity of work, 3. Timeliness, 4. Attendance, and 5. Cooperation skills.

Source: Processed by Researcher (2024)

This study involved 135 samples from the total population of Maritime Transportation Company of 203 employees. Due to the large population, this study used the Slovin formula to determine the sample size. This research considers simple random sampling. Sample members are selected randomly without considering population stratification (Sugiyono, 2019). Furthermore, this study uses PLS-SEM as an analysis technique and is processed using SmartPLS software version 4.0. PLS-SEM can be employed with relatively small sample sizes compared to covariance-based SEM, making it more flexible under conditions of data limitations (Ghozali, 2015).

RESULT AND DISCUSSION

Respondents Demographic

In this study, the subjects or respondents were comprised of employees of Maritime Transportation Company. The respondents were requested to complete a survey pertinent to the research. The sample included 111 male respondents (82.2%) and 24 female respondents (17.8%). Most respondents were between 28 and 42 years old (70%), held a bachelor's degree, and had a tenure of 5 to 12 years with the company.

Table 2. Overview of Respondents

Gender	n	%
Male	111	82.2 %
Female	24	17.8 %
Age	n	%
24 – 27	20	14.8
28 – 31	23	17
32 – 35	23	17
36 – 39	30	22.3
40 – 43	23	17
44 – 47	11	8.2
48 – 51	5	3.7
Marital Status	n	%
Married	103	76.3
Single	32	23.7
Educational Background	n	%
Diploma	21	15.5
Bachelor	112	83
Master	2	1,5
Length of Work (Years)	n	%
1-2	23	17
3-4	8	6
5-6	25	18.5
7-8	20	14.8
9-10	14	10.3
11-12	23	17
13-14	16	12
15-17	6	4.4

Source: Processed by Researcher (2024)

Partial Least Square - Structural Equation Modeling (PLS-SEM)

One of the PLS-SEM phases is to break down the outer model (estimation model). The outer model's results will appear when you have completed several calculations under specific conditions, such as the minimum value required to calculate convergent validity, discriminant validity, and composite reliability. The objective of employing inner model analysis is to assess the connections among the research variables and

learn about and evaluate the designed model. In this study, the R-Square (R²) evaluation. Predictive Relevance (Q²) evaluation. and Goodness of Fit (GoF) evaluation are the three stages of the inner model calculation results.

Convergent Validity

In early-stage research, a loading factor value of 0.5 to 0.6 is deemed adequate (Chin, 1988). As shown in Figure 3, each variable item meets the minimum requirement, with all items exceeding the loading factor threshold of 0.6. Furthermore, the assessment of convergent validity can involve examining the Average Variance Extracted (AVE) value, which must meet a minimum threshold of 0.5 to be considered a valid measure (Ghozali & Latan, 2015).

Table 3. AVE Calculation Results

Variable	AVE	Cut Off	Ket.
Organizational Culture (X1)	0.592	0.5	Valid
Job Satisfaction (Y1)	0.586	0.5	Valid
Employee Performance (Y2)	0.602	0.5	Valid

Source: PLS Output Result (2024)

According to Table 3, each variable exhibits value of AVE exceeding 0.5, demonstrating the validity of all research variables. As a result, the variables that will be studied can be measured with this instrument.

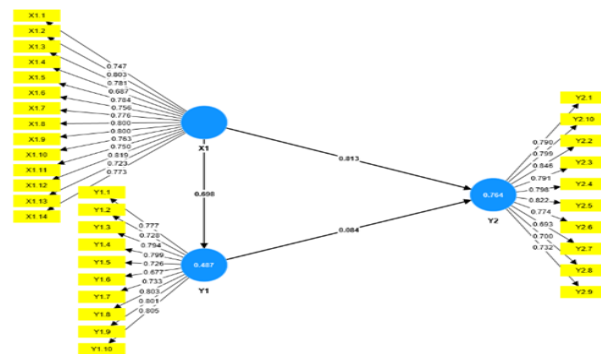


Figure 3. Loading Factor

Source: PLS Output Result (2024)

Table 4. Cross-Loading Calculation Results

Item	OC (X1)	JS (Y1)	EP (Y2)
X1.1	0.747	0.563	0.676
X1.2	0.803	0.552	0.705
X1.3	0.781	0.488	0.668
X1.4	0.687	0.475	0.667
X1.5	0.784	0.559	0.645
X1.6	0.756	0.570	0.638
X1.7	0.776	0.561	0.655
X1.8	0.800	0.609	0.667
X1.9	0.800	0.525	0.775
X1.10	0.763	0.557	0.680
X1.11	0.750	0.446	0.693
X1.12	0.819	0.629	0.690
X1.13	0.723	0.470	0.570
X1.14	0.773	0.488	0.648
Y1.1	0.578	0.777	0.582
Y1.2	0.476	0.728	0.501
Y1.3	0.607	0.794	0.534
Y1.4	0.463	0.799	0.421
Y1.5	0.505	0.726	0.418
Y1.6	0.468	0.677	0.409
Y1.7	0.497	0.733	0.449
Y1.8	0.563	0.803	0.547
Y1.9	0.574	0.801	0.553
Y1.10	0.571	0.805	0.527
Y2.1	0.622	0.411	0.790
Y2.2	0.784	0.581	0.846
Y2.3	0.632	0.418	0.791
Y2.4	0.606	0.489	0.798
Y2.5	0.722	0.542	0.822
Y2.6	0.757	0.604	0.774
Y2.7	0.591	0.429	0.693
Y2.8	0.611	0.475	0.700
Y2.9	0.722	0.556	0.732
Y2.10	0.660	0.498	0.799

Source: Results of Output SmartPLS (2024)

The extent of the latent variable's value within the evaluated variable block exceeds that of the constructed value within other variable blocks, as seen in Table 4. It happens because the idle variable can foresee its variable size maximally, and this estimation instrument reasons that it tends to be utilized to gauge or be substantial.

Composite Reliability

Based on Table 5, all the research variables met the assessment criteria. The value of each Cronbach's alpha and composite reliability has exceeded 0.7. It can be concluded that this research uses an instrument with all items accessible from errors and can be said to be reliable or consistent. So, it is feasible to use it for the subsequent research phase.

Table 5. The Result of Composite Reliability

	Cronbach's Alpha	Rho_A	CR	Decision
OC (X1)	0.947	0.948	0.953	Valid
JS (Y1)	0.921	0.925	0.934	Valid
EP (Y2)	0.926	0.929	0.953	Valid

Source: PLS Output Result (2024)

Determination Coefficient (R²)

In Table 6. the R2 values for each endogenous variable are 0.487 for job satisfaction and 0.764 for employee performance. These values indicate that 48.7% of the variance in job satisfaction and 76.4% of the variance in employee performance are influenced by organizational culture. The remaining variance in each variable is attributed to factors other than organizational culture. Chin (1988) categorizes R2 values as strong if they exceed 0.67, moderate if they fall between 0.33 and 0.67, and weak if they range from 0.19 to 0.33. Therefore, based on this assessment, the R2 values for the endogenous variables in this study demonstrate validity and are classified as moderate to strong.

Table 6. The Result of R-Square Calculation

Variable	R-Square
Job Satisfaction (Y1)	0.487
Employee Performance (Y2)	0.764

Source: Results of Output SmartPLS (2024)

Predictive Relevance (Q²)

Table 7 shows that the Q2 values for job satisfaction are 0.474. and for employee performance are 0.753. These results mean that the observation value in this study is categorized as good and can be said to be a valid model because the Q2 value > 0.

Table 7. Q Square Calculation Result

Variable	Q ² Predict	RMSE	MAE	Cut Off
JS (Y1)	0.474	0.743	0.574	>0
EP (Y2)	0.753	0.504	0.382	>0

Source: PLS Output Result (2024)

Goodness of Fit (GoF)

By calculating the GoF index, it can measure the overall level of fit and accuracy of the model. The calculation is to multiply the square root of the average value of AVE by the square root of the average value of R². The GoF value starts from 0 to 1 with categories. If the GoF value is 0.1, it means small, 0.25 means moderate. while > 0.36 means large GoF (Haryono. 2016).

$$\begin{aligned} \text{GoF} &= \sqrt{\text{AVE}} \times \sqrt{R^2} \\ &= \sqrt{0.5933} \times \sqrt{0.625} \\ &= 0.6087 \end{aligned}$$

Based on the calculation of the GoF index formula. The GoF result is 0.6087. This result met the GoF value criteria between 0 and 1. Thus. These results conclude that the model in this study is classified as significant.

Direct Effect Test and Mediation Effect Test

The hypothesis can be accepted if the p-value is <0.05 and the t-statistic > 1.96 (Ghozali & Latan, 2015). However, upon testing H3 directly, it did not meet these criteria, with a p-value of 0.196 and a t-statistic of 1.292. In contrast, H1 and H2 fulfilled the minimum requirements, with H1 yielding a p-value of 0.000 and a t-statistic of 14.958, and H2 yielding a p-value of 0.000 and a t-statistic of 15.876. Based on this analysis, it can be concluded that H3 lacks a direct effect, whereas H1 and H2 demonstrate a direct impact. Meanwhile, testing the indirect effect (mediation), specifically the role of job satisfaction as a mediator in the influence of organizational culture on employee performance (H4), yielded insignificant results, as job satisfaction cannot mediate this relationship given the p-value of 0.209 and a t-statistic of 1.257. Thus, out of all direct and indirect effects tests, two hypotheses (H1 and H2) are accepted, while two hypotheses (H3 and H4) are rejected.

Table 8. Results of Direct and Indirect Influence Calculations

Variable	T-statistic	P values	Decision
X1 → Y1	15.876	0.000	Accepted
X1 → Y2	14.598	0.000	Accepted
Y1 → Y2	1.292	0.196	Rejected
X1 → Y1 → Y2	1.257	0.209	Rejected

Source: PLS Output Result (2024)

The Effect of Organizational Culture on Employee Performance

Based on the statistical findings, it is evident that organizational culture positively and significantly influences employee performance. This implies that employees perceive the systems, values, and shared beliefs upheld by the company that affect their ability to perform their tasks effectively. In other words. A positive organizational culture creates an environment where employees feel valued, motivated and possess a sense of ownership over their work. This can enhance various aspects of performance. Including the quality and quantity of work, time discipline, and teamwork capabilities.

There is a gap in this study's findings compared to previous research. They are manifesting as an inconsistency in the effect of organizational culture on employee performance. The findings of Kenedi *et al.* (2022). Jufrizen *et al.* (2021). and Azlen *et al.* (2022) indicate that organizational culture significantly and positively impacts employee performance. In contrast, Yanto & Aulia's (2021) findings suggest that organizational culture has no significant effect on employee performance. This study's conclusions are consistent with those of Kenedi *et al.* (2022). Jufrizen *et al.* (2021). and Azlen *et al.* (2022). who argue that organizational culture indeed has a significant and positive effect on employee performance. Organizational culture is critical in influencing employee performance; successfully establishing and fostering a positive organizational culture cultivates a conducive work

environment that enhances employee performance (Jufrizen *et al.*, 2021).

The Effect of Organizational Culture on Job Satisfaction

The results from the direct influence test of organizational culture on satisfaction of job indicate a significant and positive effect. This suggests that employees perceive the systems, values, and shared beliefs maintained by the organization as having a substantial impact on their assessment of the company's efforts to meet their needs. These needs include financial support, career development opportunities, and creating a positive work environment. Consequently, a well-established organizational culture is seen as instrumental in shaping employees' job satisfaction by addressing these fundamental aspects.

The outcomes of this study align with the conclusions drawn by Usman (2019), Paramita *et al.* (2020), and Riyanto & Panggabean (2019), which indicate that organizational culture exerts a notable and positive direct impact on job satisfaction. According to Riyanto & Panggabean (2019) argue that the better the efforts made by the company to enhance capabilities and maintain the consistency of a more focused vision and mission, the higher the employee job satisfaction will be.

The Effect of Job Satisfaction on Employee Performance

The statistical tests reveal that job satisfaction does not have a significant direct effect on employee performance. Therefore, employee satisfaction within a company does not affect their performance. This study's findings diverge from previous research, highlighting inconsistencies in the connection between job satisfaction and employee performance. For example, using similar path analysis techniques, Fidyah & Setiawati (2019) and Farisi (2021) found

significant job satisfaction impacts on employee performance. Similarly, Badrianto & Ekhsan (2020) concluded that job satisfaction significantly influences performance of employee.

Contrary to some expectations, the results of this study demonstrate that job satisfaction does not have a significant effect on employee performance. These findings are consistent with those reported by Hendry & Rostina (2022), who similarly concluded that job satisfaction does not significantly influence employee performance.

The Effect of Organizational Culture on Employee Performance through Job Satisfaction

Based on the indirect effect analysis findings, which examined job satisfaction as a mediator between employee performance and organizational culture. It is evident that job satisfaction does not mediate the relationship between employee performance and organizational culture. In this case, job satisfaction does not significantly mediate the connection between employee performance and organizational culture because it can directly impact employee performance without necessarily affecting their job satisfaction levels. Organizational cultures that foster collaboration, innovation, or clear values can directly enhance employee motivation and performance. Other factors, such as working environment conditions, performance recognition, and career development opportunities, can also directly influence employee performance. Job satisfaction levels can vary among individuals, even within the same organizational culture, making it unreliable as a consistent mediator in clarifying the intricate connection between organizational culture and employee performance.

This study's findings contradict previous research by Fidyah & Setiawati (2019), Sari *et al.* (2021), and Azlen *et al.*, (2022), who argued that job satisfaction has the potential to act as an

intermediary in the effect of organizational culture on employee performance. However, according to the criteria for the perfection of mediation, it is categorized as non-significant. This is due to the direct effect analysis of organizational culture on employee performance showing significant outcomes. In contrast, the indirect effect examination concerning the role of job satisfaction as a mediator in the influence of organizational culture on employee performance was found to be non-significant or ineffectual in mediation. Therefore, the perfection of mediation is classified as non-significant.

CONCLUSION

Job satisfaction has no direct impact on employee performance, whereas organizational culture significantly impacts both employee performance and job satisfaction. However, job satisfaction does not serve as a mediating influence between organizational culture and employee performance. These findings reveal a research gap in the current study, suggesting that the job satisfaction variable does not impact employee performance and does not serve as an intermediary in the connection between organizational culture and employee performance. These results highlight disparities from earlier research findings.

The study's limitations suggest several directions for future research. One recommendation is to explore transportation service organizations with larger or entire populations to accurately assess job satisfaction, which acts as an intermediary between organizational culture and employee performance. Future studies should also employ more consistent and detailed observations to improve understanding. For companies, fostering a comfortable and inclusive work environment is crucial for enhancing employee satisfaction. Additionally, adjusting compensation for high-performing employees and providing clear job

expectations, especially for new hires, can further strengthen organizational effectiveness.

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