

THE INFLUENCE OF ORGANIZATIONAL CULTURE AND JOB TRAINING ON EMPLOYEE PERFORMANCE THROUGH JOB SATISFACTION AS A MEDIATING VARIABLE

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Abstract

The development of the business world is very fast, as is the case with the food industry. This dynamic development means that companies are required to provide optimal results in order to have good competitiveness. The aim of this research is to examine the influence of organizational culture and job training on employee performance through job satisfaction as a mediating variable. The research method uses a quantitative approach through questionnaires distributed to employees in the packing oil department in various oil and gas industry companies. The population and sample used were 141 respondents. The results of this research show that organizational culture has a positive and significant direct influence on employee performance, job training has a positive and significant direct influence on employee performance, organizational culture has a positive and significant direct influence on job satisfaction, job training has a direct influence. positive and significant on employee performance, job satisfaction has a positive and significant direct influence on employee performance, while the indirect influence is that organizational culture has a positive and significant direct influence on employee performance through job satisfaction as mediation, and job satisfaction functions as partial mediation, and job training have a positive and significant direct influence on employee performance through job satisfaction as mediation, and job satisfaction functions as partial mediation. Therefore, increase job training with external parties and increase job satisfaction by creating programs for character development, so that employee performance can increase.

Keywords : *Organizational Culture; Job Training; Job Satisfaction; Employee Performance*

INTRODUCTION

Competition in the food and agribusiness industry has become increasingly fierce along with changes in market dynamics and technological developments. Ma et al., (2020), continued global population growth and changes in consumer consumption patterns have triggered fierce competition in this industry. Agribusiness and food companies must compete in producing products that are more efficient, environmentally friendly, and in line with increasingly diverse consumer preferences (Castro et al., 2020). In addition, the globalization of trade and increasingly complex supply chains have also increased competitive pressures among companies in terms of quality, price and product innovation. In this context, efforts to seek innovation in production methods, product diversification, and collaboration with relevant stakeholders are key in maintaining competitiveness in the food and agribusiness industry.

In maximizing production there needs to be good human resource management as well as at PT. WINA because researchers are part of the employees. PT. WINA - Gresik, usually called Wilmar Gresik, is a subsidiary of Wilmar International Limited, one of the leading agribusiness groups in Asia. Wilmar Gresik is located in Gresik, a district in East Java, Indonesia. The company operates in the food industry, specializing in the production and distribution of vegetable oils, fats and related products. Therefore, researchers measure the relationship between organizational culture which is being intensively socialized by management and job training in studying its impact on employee performance and employee welfare at PT. VIENNA. Grading assessment at PT. WINA includes employee performance assessments in fulfilling production results against forecasts, scheduled repair maintenance, safety with a target of zero accidents, as well as implementing a good work culture. In each department, the management target is expected to get a grading with an A.

The table above shows that the grading value obtained by the oil packaging department in 2021 to 2022 does not meet the optimal value. In 2021 the average grading will be B, in 2022 the average grading will be B. Employee performance is responsible for the tasks they carry out in order to achieve the department's performance that has been determined. If an employee does not have the skills and produces productivity in carrying out his responsibilities and duties, the set value targets will not be achieved. The assessment category for department grading results uses a calculation scheme that has been determined by management. Which explains that the category of department grading assessment results

>105% is in the A grade category, 101% - 105% is in the B+ grade category, 90% - 100% is in the B grade category, 81% - 90% is in the C+ grade category, 71% - 80% are in the C grade category, 55% - 70% are in the C- grade category, and <55% are in the D grade category.

Apart from grading the scores of each department at PT. WINA is also based on OEE (Overall Equipment Effectiveness). Overall Equipment Effectiveness (OEE) is an important concept in the world of manufacturing and industry, which measures the extent to which production equipment and machines are used effectively in achieving desired results. OEE includes three key factors: availability, performance and quality. Related research shows that implementing OEE can help companies achieve higher production output, reduce downtime, and increase overall production efficiency (Candra Kasih & Zakaria, 2020). Therefore, in the context of the agribusiness industry which often involves various machines and equipment that are important in the production process, research on OEE becomes relevant. Agribusinesses require careful monitoring of equipment availability, performance and quality to ensure high productivity and meet fluctuating market demands. Therefore, the following research aims to explore the application of OEE in agribusiness companies with a focus on how this concept can increase productivity and efficiency in daily operations. With a deeper understanding of OEE, it is hoped that this research will provide valuable guidance for companies in their efforts to increase production yields, reduce costs, and ensure sustainability in the changing agribusiness industry.

Apart from the phenomena above, researchers see the importance of work culture. Work culture at PT. WINA Gresik, like the work culture in other companies, may focus on the values, norms and practices that shape the organization's work environment. Abu Ghazaleh & Zabadi, (2019), organizational culture is a collection of values that are accepted, believed, and have standards of knowledge, morality, law, and attitudes, as stated by individuals, organizations, or communities to shape behavior in accordance with the basic norms they adhere to. Ahmed, (2019), organizational culture essentially consists of basic values which are the basis for the attitudes, behavior and actions of all members of the organization.

In previous research by Al-Weshah et al., (2019), it was found that organizational culture has a positive and significant impact on employee performance. Likewise, research

conducted by Arianto, (2018) shows that organizational culture has a one-way influence on changes in employee performance. In other words, when a company's organizational culture is strengthened, there is an increase in employee performance, and statistically, this effect is significant. The work culture that management wants to implement has not been fully implemented by employees. In previous research conducted by Alrawahi et al., (2020), it was found that job training had a significant impact on employee job satisfaction levels. Likewise, research conducted by Sariwulan et al., (2019) concluded that training has a positive and significant effect on job satisfaction.

The phenomenon of decreasing employee performance is not linear with the job training that has been provided through training and direct practice in the field. Job training in the packing oil department through training has been carried out well and is systematically scheduled, namely refresh training is carried out once a year for each employee according to their position. Job training delivered through training focuses on understanding and evaluating employee performance. This training can also be used as a medium to provide feedback and suggestions to improve the production process, so that with job training it can ensure that employees in the packing oil department at PT. WINA carries out its duties well.

According to Aryanta et al., (2019), job satisfaction can be explained as a feeling that supports or does not support individual workers regarding their duties and their personal conditions. Arifin et al., (2018) opinion regarding job satisfaction states that this is a feeling of fulfillment of employees' expectations for the work they do, which directly influences employees' emotional conditions.

According to previous research conducted by Hendri, (2019), job satisfaction can be increased through good relationships with cooperative colleagues, thereby improving the quality of work. These findings indicate that employee job satisfaction does not have a significant impact on their performance. However, a different view emerged in research conducted by Kitsios & Kamariotou, (2021), which stated that job satisfaction has an influence on employee performance. In other words, if the level of job satisfaction increases, employee performance will also increase.

Job satisfaction in the packing oil department is quite good where the facilities provided are in the form of salaries which include position allowances, meal allowances, transportation allowances, *Jaminan Kecelakaan Kerja (JKK)* & *Jaminan Kematian (JKM)*, allowances, *Badan*

Penyelenggara Jaminan Sosial (BPJS) allowances, attendance incentives. Apart from that, several other facilities are also provided, such as meals during work breaks, PPE, electric car transportation within the work area, a 24-hour clinic that can be used for treatment and also collaborating with KAI to arrange departures according to employee entry and departure times. The uniqueness of this research is that it focuses on comprehensive employee performance research with the influence of work culture and job training. Where the work culture in the packing oil department has not been implemented optimally, while job training has been well scheduled. Thus, this research will provide insight in identifying areas that need to be improved in developing employee performance. The success of this research will help in developing more effective productivity and professional development of employees. Thus, the results of the following research are useful as a basis for improving the overall quality of productivity.

The aim of this research is to examine the influence of organizational culture and job training on employee performance through job satisfaction as a mediating variable on PT. WINA Gresik.

METHODS

1. Research design

Research on the Impact of Organizational Culture and Training Programs on Employee Productivity Through the Level of Job Satisfaction as a Mediating Factor at PT. WINA Gresik in the packing oil division uses a quantitative approach. The research during August - December 2023. The population of this research is all 141 employees. In this research, a non-probability sampling technique was used with a saturated sample method, where all members of the population were used as the research sample.

2. Hypothesis

Based on the thinking framework and theoretical basis above, the hypothesis formulation in this research is:

H₁: Organizational culture has a direct influence on employee performance at PT. WINA Gresik oil packing department.

H₂: Job training has a direct effect on employee performance at PT. WINA Gresik oil packing department.

H3: Organizational culture has a direct effect on job satisfaction at PT. WINA Gresik oil packing department.

H4: Job Training has a direct effect on Job Satisfaction at PT. WINA Gresik oil packing department.

H5: Job Satisfaction directly influences employee performance at PT. WINA Gresik oil packing department.

H6: Organizational culture has an indirect effect on employee performance with job satisfaction as a mediating variable at PT. WINA Gresik oil packing department.

H7: Job Training has an indirect effect on Employee Performance with Job Satisfaction as a mediating variable at PT. WINA Gresik oil packing department.

3. Data Collection and Data Analysis Techniques

Researchers use a survey method, where questionnaires as the main instrument will be distributed to employees of the packing oil department. The survey was conducted by distributing questionnaires and structured interviews. Random doubling, also known as bootstrapping, is used by SmartPLS. Therefore, there won't be any issues with the assumption of normalcy. Furthermore, SmartPLS may be used in studies with small sample sizes since it does not require a minimum number of samples to do bootstrapping. The Measurement Model Test, also known as the Outer Model, the Structural Model Test, also known as the Inner Model, the Hypothesis Test (Resampling Bootstrapping), and the Descriptive Statistics Test are the data analysis procedures used in the PLS (Partial Least Square) approaches.

RESULTS

1. Evaluation of the Measurement Model Test or Outer Model

Evaluation of the measurement model test or outer model is carried out to ensure that the measurements used are suitable for measurement (valid and reliable). The PLS output results in the SmartPLS PLS Algorithm can be shown in Figure 1 below:

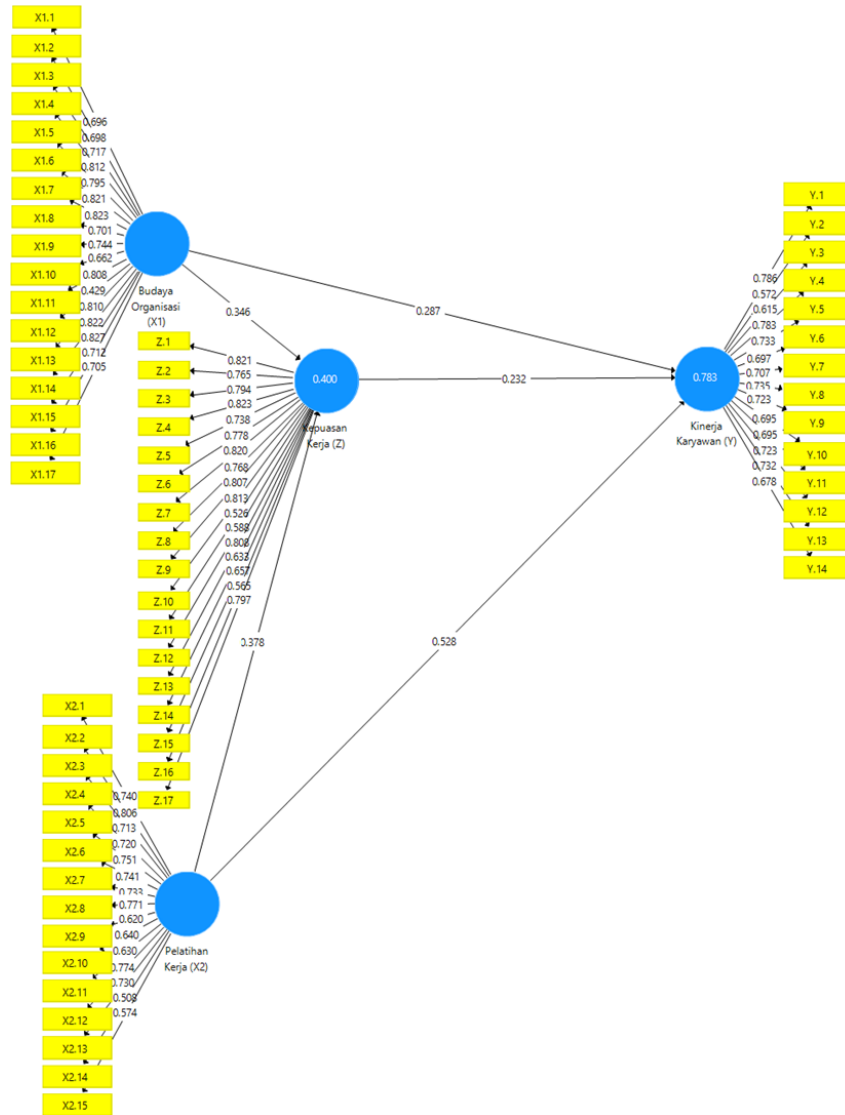


Figure 1. Outer Model Test Results

2. Validity Test

The discriminant validity test of the indicator measurement model can be observed in the cross loading between the indicator and its construct. If the correlation of a construct with its indicator is higher than the correlation of the indicator with other constructs, then this indicates that the latent construct predicts the indicators in their block better than the indicators in other blocks. Table 1 below shows the cross loading value of each indicator.

Tabel 1. Cross Loading Discriminant Validity

Variable	Items	Indicator	Cross Loading
Organizational culture	X1.3	Innovation	0.717
	X1.4	Details and Details	0.812
	X1.5	Details and Details	0.795
	X1.6	Results Orientation	0.821
	X1.7	Results Orientation	0.823
	X1.8	Results Orientation	0.701
	X1.9	People Orientation	0.744
	X1.11	Group Orientation	0.808
	X1.13	Aggressiveness	0.810
	X1.14	Aggressiveness	0.822
	X1.15	Aggressiveness	0.827
	X1.16	Stability	0.712
	X1.17	Stability	0.705
Work training	X2.1	Material	0.740
	X2.2	Material	0.806
	X2.3	Material	0.713
	X2.4	Method	0.720
	X2.5	Method	0.751
	X2.6	Method	0.741
	X2.7	Coach	0.733
	X2.8	Coach	0.771
	X2.12	Participant	0.774
	X2.13	Means	0.730
Job satisfaction	Z.1	The Work Itself	0.821
	Z.2	The Work Itself	0.765
	Z.3	The Work Itself	0.794
	Z.4	Wages	0.823
	Z.5	Wages	0.738
	Z.6	Wages	0.778
	Z.7	Promotion	0.820
	Z.8	Promotion	0.768
	Z.9	Promotion	0.807
	Z.10	Supervisor Supervision	0.813

	Z.13	Work colleague	0.808
	Z.17	Working Conditions	0.797
Organizational culture	Y.1	Quality	0.786
	Y.4	Quantity	0.783
	Y.5	Quantity	0.733
	Y.7	Time	0.707
	Y.8	Time	0.735
	Y.9	Focus and Cost Emphasis	0.723
	Y.12	Supervision	0.723
	Y.13	Supervision	0.732

Based on the data display in Table 1 above, it can be seen that each research variable indicator has the largest cross loading value on the variable it forms compared to the cross loading value on other variables. Based on the results obtained, it can be said that the indicators used in the following research already have good Discriminant Validity Test Cross Loading values in compiling their respective variables. The data above shows that the cross loading value of each construct was evaluated to ensure that the construct's correlation with the measurement items was greater than other constructs.

The model is declared good if the Average Variant Extracted (AVE) for each construct has a value greater than 0.50.

Tabel 2. Average Variance Extracted Value (AVE) (Diagonal)

Variable	Organizational culture	Job satisfaction	Employee performance	Work training
Job satisfaction	0.746			
Employee performance	0.544	0.742		
Work training	0.689	0.683	0.707	
Organizational culture	0.523	0.559	0.608	0.701

Evaluation of discriminant validity needs to be done by looking at the Fornell and Lacker criteria. Discriminant validity is a form of evaluation to ensure that variables are theoretically different and proven empirically or in static testing. Fornell and Lacker's criterion is that the root AVE of the variable is greater than the correlation between variables. The organizational culture variable has an AVE root of 0.740. a greater correlation with job satisfaction (0.532), employee performance (0.692), and job training (0.540). The Job Satisfaction variable has an AVE root of 0.721, a greater correlation with employee performance (0.634), job training (0.576). The Employee Performance variable

has an AVE root of 0.702, a greater correlation with job training (0.610). The variable Job training has an AVE root of 0.707. These results indicate that the discriminant validity of the variables Organizational Culture, Job Satisfaction, Employee Performance and Job Training is met.

3. Reliability Test (Composite Reliability)

Below is presented the composite reliability value of each variable used in the research as follows:

Tabel 3. Composite Reliability

Variable	Composite Reliability	Cronbach's Alpha
Organizational culture	0.955	0.949
Work training	0.953	0.949
Job satisfaction	0.933	0.922
Employee performance	0.935	0.925

Based on the data display in Table 3, it can be seen that the composite reliability and Cronbach's Alpha value for all research variables is > 0.7 . A construct is declared reliable if the composite reliability value is above 0.70. These results can show that each variable has met composite reliability and in the end a conclusion can be made that all variables have a high level of reliability.

4. Test the Structural Model or Inner Model

The structural mode test or Inner Model is related to testing the hypothesis of the influence between research variables presented in Table 4.

Tabel 4. Inner VIF

	Organizational culture	Job satisfaction	Employee performance	Work training
Organizational culture		1,000	1,000	
Job satisfaction			1,000	
Employee performance				
Work training		1,000	1,000	

The estimation results show that the inner VIF value is < 5 , so the level of multicollinearity between variables is lower. These results confirm that the parameter estimation results in SmartPLS 3 are robust (not biased). Testing of the structural model is carried out by looking at the R-Square value which is a model goodness-fit test presented in Table 5.

Tabel 5. R-Square

Variable	R Square	R Square Adjusted
Job satisfaction	0.400	0.391
Employee performance	0.783	0.778

Based on the data presentation in table 5 above, it can be seen that the R-Square value for the job satisfaction variable is 0.391. This states that the percentage for teacher competency is 39.1% or the model is declared moderate. And the results of the employee performance variable show a value of 0.778, this states that the presentation for teacher performance is 77.8%. The goodness of fit assessment is observed from the Q-Square value. The Q-Square value has the same meaning as the determination coefficient (R-Square in regression analysis, where the higher the Q-Square, the better it can be stated. The results of calculating the Q-Square value are:

$$\begin{aligned}
 Q\text{-Square} &= 1 - [(1-R_{21}) \times (1-R_{22})] \\
 &= 1 - (0.135) \\
 &= 0.865
 \end{aligned}$$

Based on the calculation results above, the Q-Square value is 0.865, meaning that it shows the large diversity of research data that can be influenced by the research model, namely 86.5%. Meanwhile, the remaining 13.5% was explained by other factors outside the research model. The Employee Performance R-Square value of 0.778 is greater than the Job Satisfaction R-Square value of 0.391, so it is stated that this model is acceptable.

5. Hypothesis testing

The table below is the results of hypothesis testing obtained in the following research using the inner model.

Table 6 T-Statistic and P-Value

Hypothesis	Path Coefficient	p-value	T-Statistic
Organizational Culture -> Employee Performance	0.287	0.000	4,552
Job Training -> Employee Performance	0.528	0.000	10.957
Organizational Culture -> Job Satisfaction	0.346	0.000	4,832
Job Training -> Job Satisfaction	0.378	0.000	5,311
Job Satisfaction -> Employee Performance	0.232	0.000	4,240
Organizational Culture -> Job Satisfaction -> Employee	0.080	0.003	2,936

Performance 0.080

Job Training -> Job Satisfaction -> Employee Performance 0.088	0.088	0.000	3,683
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DISCUSSION

1. Organizational Culture on Employee Performance

Hypothesis of the significant influence of organizational culture on improving employee performance with a path coefficient of 0.287 and p-value $0.000 < 0.05$ and t statistic $4.552 > 1.96$. Every change in organizational culture will improve employee performance. In the 95% confidence interval, the influence of organizational culture on increasing employee performance is between 0.173 and 0.413. However, the existence of organizational culture on improving employee performance has a moderate or moderate influence at the structural level (f-square = 0.240).

Respondents' results for the Organizational Culture Variable obtained a total mean of 3.86, the criteria for agreeing, while the mean for each indicator was divided into the lowest average, namely 3.84, with the criteria agreeing that employees have the urge to conduct analysis on problems and conditions that occur in the field, while the average The highest average is 4.07 with the criterion of agreeing that there is appreciation for the innovations made by employees given by the company. Organizational culture needs to be improved again, it can be seen from secondary data where the grading value is still low, which indicates that many problems are not properly identified. If every employee has the urge to carry out analytics and communicate to their superiors, they will get the root cause and the solution. So that each employee, through encouragement from their superiors, is required to awaken their analytical sense.

Results of Respondents for Employee Performance Variables, the total mean result was 3.85, the criteria agreed, while the mean for each indicator was divided into the lowest average, namely 3.54, with the criteria agreed that the quality of the product produced was in accordance with predetermined specifications, while the average was the highest. high, namely 4.13 with the criteria of agreeing that daily production results are in accordance with PPIC's planning.

One of the factors calculating the OEE (Overall equipment effectiveness) value is quality. From secondary data it is known that OEE has not reached the target that has been

targeted, so improvements in quality control need to be made. This can also result in a lack of encouragement from employees in analyzing problems when there are many rejects. By improving analytical solutions to problems that can be found, quality will be maintained and product rejects can be minimized.

The relationship between organizational culture and employee performance is supported by research results Dar et al., (2014) and Lin & Huang, (2021) explaining that good organizational culture triggers growth in employee performance. If employees feel suitable and in accordance with the organization's culture, it will improve the employee's performance. This can be interpreted as if organizational culture improves, employee performance will also increase, supported by research (Sihombing, 2018) which states that organizational culture has a directional influence on changes in employee performance, or in other words, if organizational culture is strengthened, there will be an increase in employee performance.

2. Job Training on Employee Performance

Hypothesis of the significant influence of job training on improving employee performance with a path coefficient of 0.528 and p-value $0.000 < 0.05$ and t statistic $10.957 > 1.96$. Any changes to job training will improve employee performance. In the 95% confidence interval, the influence of job training on improving employee performance lies between 0.426 to 0.613. The existence of job training on improving employee performance has a high influence at the structural level (f-square = 0.797).

Respondents' results for the Job Training Variable above, obtained a total mean result of 3.49, the criteria for agreeing, while the mean for each indicator was divided into the lowest average, namely 3.21, with the criteria quite agreeing that the trainer mastered the material presented, while the highest average was 4.06. with the criteria of agreeing that employees who take part in the training have been adjusted based on the material presented.

The work training that has been carried out in the packing oil department is good and its consistency needs to be maintained and it is hoped that before carrying out internal training, trainers need to add knowledge or knowledge from external parties who have more knowledge and experience in their field. So that when providing training internally, they have more knowledge than those in the plant or training participants. Research Novitayanti et al., (2020) explains that training plays a role in improving employee performance. If training is given to employees, employee performance will increase, and

research Katharina & Dewi, (2020) shows that training has a partial and significant effect on employee performance variables.

3. Organizational Culture on Job Satisfaction

Hypothesis of the significant influence of organizational culture on increasing job satisfaction with path coefficient 0.346 and p-value $0.000 < 0.05$ and t statistic $4.832 > 1.96$. Any changes to organizational culture will increase employee satisfaction. In the 95% confidence interval, the influence of organizational culture on increasing job satisfaction lies between 0.238 to 0.506. However, the existence of organizational culture on increasing job satisfaction has a low influence at the structural level (f-square = 0.173).

Results of Respondents for the Job Satisfaction Variable, the total mean result was 3.90. the criteria agreed, while the mean for each indicator was divided into the lowest average, namely 3.89, with the criteria agreed that employees get equal opportunities in career development, employees receive good direction from superior supervision. , the workplace is comfortable (clean), while the highest average is 4.14 with the criteria of agreeing that the work received by employees is in accordance with their respective passions.

The facilities provided by the packing oil department are complete with a canteen for eating during lunch breaks, a clinic that is open 24 hours, electric cars for mobilization to work areas. Apart from that, what needs to be paid attention to is cleanliness and tidiness. And cleanliness is not only the responsibility of the third party cleaning department, but cleanliness and tidiness is a shared responsibility. When everyone realizes that a clean work area will lead to job satisfaction, everyone will look after their respective areas and not leave dirty work areas. The relationship between organizational culture and job satisfaction is in accordance with research results Inegbedion et al., (2020) showing that there is a significant influence between organizational culture on employee job satisfaction. Meanwhile, the results of research Hasan & Suhermin, (2020) state that organizational culture partially has no effect and is not significant on job satisfaction.

4. Job Training on Job Satisfaction

Hypothesis of significant influence of job training on increasing job satisfaction with path coefficient 0.378 and p-value $0.000 < 0.05$ and t statistic $5.311 > 1.96$. Any changes to job training will increase employee satisfaction. In the 95% confidence interval, the effect of job training on increasing job satisfaction lies between 0.170 to 0.436. However, the

existence of job training on increasing job satisfaction has a moderate or moderate influence at the structural level (f-square = 0.196).

Results of Respondents for the Job Satisfaction Variable, the total mean result was 3.90. the criteria agreed, while the mean for each indicator was divided into the lowest average, namely 3.89, with the criteria agreed that employees get equal opportunities in career development, employees receive good direction from superior supervision. , the workplace is comfortable (clean), while the highest average is 4.14 with the criteria of agreeing that the work received by employees is in accordance with their respective passions.

The job training carried out is good, there is a training matrix that is prepared every year. And the preparation of the training matrix is quite good, where every year there is an increase in the training material provided and plans have been made to train employee personnel relevant to the training that will be provided. Apart from the training schedule that has been determined, communication between superiors and subordinates needs to be improved. Because all operational practices can be explained in training materials which have limited time. So in daily operational activities it is also necessary to increase direction and input during the production process if there are visible errors or it could also be to increase effectiveness in work. With this approach, employees will feel comfortable and get better job satisfaction.

The results of the analysis Lee, (2020) show that job training has a positive and significant effect on employee job satisfaction. Namely that job training has a significant influence on employee job satisfaction. Hendri, (2019) state that training has a positive effect on job satisfaction.

5. Job Satisfaction on Employee Performance

The hypothesis is that there is a significant influence of job satisfaction on improving employee performance with a path coefficient of 0.232 and a p-value of $0.000 < 0.05$ and a t statistic of $4.240 > 1.96$. Every change in job satisfaction will improve employee performance. In the 95% confidence interval, the influence of job satisfaction on increasing employee performance is between 0.121 and 0.335. However, the existence of job satisfaction on improving employee performance has a low influence at the structural level (f-square = 0.149).

Results of Respondents for the Job Satisfaction Variable, the total mean result was 3.90. the criteria agreed, while the mean for each indicator was divided into the lowest average,

namely 3.89, with the criteria agreed that employees get equal opportunities in career development, employees receive good direction from superior supervision. , the workplace is comfortable (clean), while the highest average is 4.14 with the criteria of agreeing that the work received by employees is in accordance with their respective passions.

The job satisfaction provided by the packing oil department is quite good, including salaries in accordance with the minimum wage, provision of applicable allowances and attendance incentives. From these facilities, employees will expect improvements every year or from the number of years they have served, such as promotions. There needs to be re-mapping to equalize opportunities in career development, so that it can be evenly distributed and in accordance with employee performance. If it is not maintained properly, it will have a negative impact, such as decreasing employee morale or motivation, as we can see in secondary data, the occurrence of work violations and coming to work late.

And this is not supported by research Hendri, (2019) which explains that job satisfaction has a positive and insignificant effect on employee performance. Good employee performance can be achieved if employees work in good conditions. Good employee conditions can be created through job satisfaction from the environment that is formed and management's commitment to the welfare of its employees, including research Kitsios & Kamariotou, (2021) which explains that job satisfaction is through good relations between cooperative colleagues, so that this can improve the quality of work. This illustrates employee job satisfaction which does not really affect their performance.

6. Organizational Culture on Employee Performance as a Mediator of Job Satisfaction

H6 is accepted, namely that organizational culture has a significant indirect effect on employee performance with Job Satisfaction as a mediating variable with a path coefficient of 0.080 and p-value $0.003 < 0.05$ and t statistic $2.936 > 1.96$. Any change in organizational culture will indirectly increase employee performance with Job Satisfaction as a mediating variable will improve employee performance. In the 95% confidence interval, the indirect influence of organizational culture on employee performance with Job Satisfaction as a mediating variable lies between 0.034 to 0.141.

If we look at the value of the direct relationship H1 on the t-statistics which has a value of 4,552 which is greater than the indirect relationship on the t-statistics value of 2.936, then organizational culture influences employee performance partially through the mediation of

job satisfaction. In order to obtain optimal employee performance, organizational culture acts as guidance to determine employee behavior so that they work optimally which can improve employee performance. From this guidance, employees' complaints and wishes can be evaluated and improved so that they can be fulfilled as before regarding comfortable work areas and optimizing facilities that increase job satisfaction which has the effect of increasing employee performance.

Not in accordance with research Aryanta et al., (2019) which states that the value of the influence of organizational culture on employee performance through satisfaction is greater than the direct influence of organizational culture on employee performance and research Duong & Swierczek, (2019) states that organizational culture has an indirect effect on employee performance. through job satisfaction as a mediating variable.

7. Job Training on Employee Performance as a Mediator of Job Satisfaction

Hypothesis of significant indirect influence of job training on employee performance with Job Satisfaction as a mediating variable with path coefficient 0.088 and p-value $0.000 < 0.05$ and t statistic $3.683 > 1.96$. Any change in job training indirectly towards increasing employee performance with Job Satisfaction as a mediating variable will improve employee performance. In the 95% confidence interval, the indirect influence of job training on employee performance with Job Satisfaction as a mediating variable lies between 0.049 to 0.147.

If we look at the value of the direct relationship H2 in the t-statistics, which has a value of 10.957, which is greater than the indirect relationship in the t-statistics, which is 3,683, then organizational culture influences employee performance partially through the mediation of job satisfaction. In order to obtain optimal employee performance, management needs to allocate funds and schedule external training so that the competency of personnel within the company increases. By understanding the competency of personnel, especially at the supervision level, they will pass on their knowledge during training and direct communication during operational work. Koo et al., (2020) said that the indirect influence of job training on employee performance through job satisfaction has positive results. Hendri, (2019) Job satisfaction mediates the effect of job training on employee performance.

CONCLUSION

Based on the results of the analysis described above, the following conclusions can be drawn:

1. Organizational culture has a direct effect on employee performance
2. Job training has a direct effect on employee performance
3. Organizational culture has a direct effect on job satisfaction
4. Job Training has a direct effect on Job Satisfaction
5. Job satisfaction has a direct effect on employee performance
6. Organizational culture partially influences employee performance through job satisfaction as partial mediation
7. Job Training has a partial effect on Employee Performance through Job Satisfaction as partial mediation

Organizational culture needs to be improved again, it can be seen from secondary data where the grading value is still low, which indicates that many problems are not properly identified. If every employee has the urge to carry out analytics and communicate to their superiors, they will get the root cause and the solution. So that each employee, through encouragement from their superiors, is required to awaken their analytical sense.

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