



Job Satisfaction Can Mediate Between Work Culture and Work Motivation to Improve Employee Performance

Alex P. Karo-karo¹, Rezeki Ongsa², Elisha³, Martinus⁴, Dennis W⁴, Anton⁴

¹Prodi Pengelolaan Perhotelan, Institut Bisnis Informasi Teknologi dan Bisnis

²Prodi Sistem Informasi, Institut Bisnis Informasi Teknologi dan Bisnis

³Prodi Kewirausahaan, Institut Bisnis Informasi Teknologi dan Bisnis

⁴Prodi Perdagangan Internasional, Institut Bisnis Informasi Teknologi dan Bisnis

*Corresponding Author: Alex P. Karo-karo

Email: apermatantakaro2@gmail.com



Article Info

Article history:

Received 27 September 2024

Received in revised form 15
October 2024

Accepted 31 October 2024

Keywords:

Work Culture

Work Motivation

Employee Performance

Job Satisfaction

Abstract

This research aims to determine the influence of work culture and work motivation on employee performance with job satisfaction as an intervening variable for PT employees. Ultra Adibangun Stella Perkasa Medan. This type of research is quantitative. The number of samples in this study was 92 respondents, the data analysis techniques used in this research were instrument testing (validity test and reliability test), classical assumption tests (normality, multicollinearity and heteroscedasticity), hypothesis testing (t test, F test and coefficient of determination) and path analysis test research models (Path Analysis). The results of this research show that 1) Work Culture has no effect on Job Satisfaction, 2) Work Motivation has a positive and significant effect on Job Satisfaction, 3) Work Culture has a positive and significant effect on Job Performance, 4) Work Motivation has a positive and significant effect on Employee Performance, 5) Job Satisfaction has no influence on Employee Performance, 6) Work Culture and Work Motivation simultaneously influence Employee Performance, 7) Work Culture influences Employee Performance through Job Satisfaction and 8) Work Motivation influences Employee Performance through Job Satisfaction.

Introduction

In the era of globalization, transparency, and human rights demands, no country has escaped this wave of change. Indonesia is one of the developing countries that is currently actively carrying out development in all fields to move towards Indonesia, which in essence the goal of national development is to create a just and prosperous society (Sidauruk & Gunawan, 2020).

Today's business environment, which is growing and developing very dynamically, urgently requires an effective and efficient management system, which means that it can easily change or adjust and can accommodate any changes both that are and have occurred quickly, precisely and in a targeted manner. In an organizational or company setting, human resource management needs to be directed to a model that can attract all the potential of human resources for the benefit of the organization (Atijah & Bahri, 2021). Every company that wants to continue to grow must pay attention to the resource factors it has, including the human resource factor. Therefore, the use of human resources must be treated properly so that workers can work effectively, efficiently and have high performance (Simbolon, 2021).

Employees are the main asset of the company being an active actor in every organizational activity. Employees are not machines and money that are passive and can be fully controlled and regulated in achieving the company's goals, but rather valuable assets of the company that must be well maintained. Therefore, companies should be able to work together to realize job

descriptions and work achievements in doing each job so that they can improve employee work. Performance is an overview of the level of achievement in the implementation of a program to implement activities or policies in realizing the goals, goals, visions and missions of the organization as outlined through the strategic planning of an organization (Mustofa et al., 2019). If employee performance is not managed properly, it will have a bad impact on the company. The company will not achieve the set targets or if it is achieved, the results will not be optimal due to low employee performance. In many companies, high employee performance is decisive in the success of an organization (Renata et al., 2021).

One of the factors that affects employee performance is work culture. Work culture has a very deep meaning, because it will change the attitude and behavior of human resources to achieve higher work productivity in facing future challenges (Maulana & Heriyanti, 2022). A positive work culture, such as the values of collaboration, open communication, and appreciation for employee contributions, tends to create a work environment that supports and motivates employees to perform better. Conversely, a negative work culture, such as conflicts between colleagues, poor communication, and lack of rewards, can hinder employee performance. Therefore, it is important for companies to build a positive and supportive work culture in order to improve employee performance and achieve organizational goals more effectively (Mukmin & Prasetyo, 2021).

A leader should be able to understand the nature and way of motivating his employees, so that employees are willing to do the work entrusted to them to do the best they can. Motivating it is a driver for a person to work optimally or that makes him forget about fatigue and lethargy. Leaders also need to consider efforts to motivate employees to work well (Irwansyah et al., 2019). If the employee's motivation is low, the employee's performance will shrink as if their abilities are low. Motivation and motivation generation is an important management function to be carried out (Sasongko et al., 2021).

Low job satisfaction breeds job dissatisfaction. The adverse impact of job dissatisfaction will be very detrimental to the company. Employees will do things that should not be done such as strikes, employee absences, declining employee performance and others. In addition, job dissatisfaction has an impact on employee loyalty and employee *turnover* will be high. This will certainly have a bad impact on the company's image. When a person joins an organization as an employee, he or she brings with him a set of wants, needs, desires and past experiences that come together to form job expectations (Sugiono et.al, 2021). Every company in general has all sorts of ways to improve employee job satisfaction although the ways vary depending on the actual function of each company. This is done in an effort to increase employee satisfaction which is expected to have an impact on the company's productivity (Prasetyo et al., 2020).

PT Mutiara Laut Abadi Medan is a private distributor company engaged in the distribution of Bayer Indonesia products and has the status of the sole distributor for the Medan area. Based on the results of initial observations, the researcher found a lack of work culture at the university and a lack of motivation given by the leadership to his subordinates so that they are often negligent and less enthusiastic in doing the tasks given by the leadership. Then in job satisfaction, there are still some employees who are not satisfied with their achievements in the company. This condition can indicate dissatisfaction with the work environment, limited recognition of employee contributions, or lack of opportunities to develop careers, all of which can affect employee performance and productivity.

This problem indicates that PT Mutiara Laut Abadi Medan is still facing difficulties in managing human resources in accordance with the expected standards so that there is a need to

improve employee performance. Following up on this, the researcher tried to make initial observations of the company PT Mutiara Laut Abadi Medan regarding the performance of employees in the company. The results of the pre-survey related to employee performance at PT Mutiara Laut Abadi Medan can be seen in the following table:

Table 1. Employee Performance Pre-Survey Results.

No	Statement	Answer			
		Agree	%	Disagree	%
1.	Employees at PT Mutiara Laut Abadi Medan have the knowledge and skills that are appropriate to their duties.	13	43%	17	57%
2.	Employees at PT Mutiara Laut Abadi Medan consistently achieve the set performance targets.	15	50%	15	50%
3.	Employees at PT Mutiara Laut Abadi Medan proactively seek solutions to problems that arise in their work.	10	33%	20	67%

Source: Data Processed by Researchers, 2024.

Based on preliminary observation data conducted on 30 employees of PT Mutiara Laut Abadi Medan, as many as 13 respondents with a percentage of 43% agreed with the statement "Employees at PT Mutiara Laut Abadi Medan have knowledge and skills that are in accordance with their duties". Then a total of 15 respondents with a percentage of 50% agreed with the statement "Employees at PT Mutiara Laut Abadi Medan consistently achieve the set performance targets". And 10 respondents with a percentage of 33% agreed with the statement "Employees at PT Mutiara Laut Abadi Medan proactively seek solutions to problems that arise in their work".

Based on initial observation data on 30 employees of PT Mutiara Laut Abadi Medan, it can be concluded that most respondents have a positive view of the knowledge and skills possessed by employees in the company. While a small percentage agree with this statement, it does show the potential to further increase employee engagement in addressing problems in their jobs.

This shows that employees at PT Mutiara Laut Abadi Medan have a fairly good quality of work and are able to achieve the set performance targets. However, there is room to encourage employees to be more proactive in finding solutions to problems that arise in their work. Thus, companies can take more concrete steps to increase employee engagement in facing challenges at work, thereby improving overall work efficiency and effectiveness.

The following are the results of a pre-survey conducted by the researcher to 30 employees as an initial pre-survey about the work culture at PT Mutiara Laut Abadi Medan which can be shown in the following table:

Table 2. Results of the Pre-Survey on Work Culture.

No	Statement	Answer			
		Agree	%	Disagree	%
1.	At PT Mutiara Laut Abadi Medan, employees feel that the company gives appropriate awards for good work achievements.	16	53%	14	46%

2.	Employees at PT Mutiara Laut Abadi Medan feel that communication between superiors and subordinates in this company is smooth.	15	50%	15	50%
3.	The work culture at PT Mutiara Laut Abadi Medan encourages employees to continue to learn and develop.	12	40%	18	60%

Source: Data Processed by Researchers, 2024.

Based on preliminary observation data conducted on 30 employees of PT Mutiara Laut Abadi Medan, as many as 16 respondents with a percentage of 53% agreed with the statement "At PT Mutiara Laut Abadi Medan, employees feel that the company gives appropriate awards for good work achievements". Then a total of 15 respondents with a percentage of 50% agreed with the statement "Employees at PT Mutiara Laut Abadi Medan feel that communication between superiors and subordinates in this company is smooth". And 12 respondents with a percentage of 40% agreed with the statement "The work culture at PT Mutiara Laut Abadi Medan encourages employees to continue to learn and develop".

Based on initial observation data on 30 employees of PT Mutiara Laut Abadi Medan, it can be concluded that most of the respondents gave an assessment of several aspects of the work culture in the company. However, some respondents feel that the work culture in this company needs to encourage employees to continue to learn and develop. Companies need to pay attention to other aspects of work culture to better motivate employees in developing themselves and improving the overall quality of work.

The following are the results of the presurvey conducted by the researcher to 30 employees as an initial presurvey regarding work motivation at PT Mutiara Laut Abadi Medan which can be shown in the following table:

Table 3. Results of Pre-Survey on Work Motivation.

No	Statement	Answer			
		Agree	%	Disagree	%
1.	My work at PT Mutiara Laut Abadi Medan provides challenges that motivate me to develop.	15	50%	15	50%
2.	My work at PT Mutiara Laut Abadi Medan provides challenges that motivate me to develop.	15	50%	15	50%
3.	I am motivated to give my best in my work at PT Mutiara Laut Abadi Medan.	18	60%	12	40%

Source: Data Processed by Researchers, 2024.

Based on preliminary observation data conducted on 30 employees of PT Mutiara Laut Abadi Medan, as many as 15 respondents with a percentage of 50% agreed with the statement "My job at PT Mutiara Laut Abadi Medan provides challenges that motivate me to develop". Then a total of 15 respondents with a percentage of 50% agreed with the statement "My work at PT Mutiara Laut Abadi Medan provides challenges that motivate me to develop". And 18 respondents with a percentage of 60% agreed with the statement "I am encouraged to give my best in my work at PT Mutiara Laut Abadi Medan".

Based on initial observation data on 30 employees of PT Mutiara Laut Abadi Medan, it can be concluded that the majority of employees feel that their work in the company provides

challenges that motivate them to grow. In addition, the majority of employees also feel driven to give their best in their work. This indicates the presence of strong motivational factors in the workplace, which can contribute to the high productivity and performance of employees. However, it is possible that some employees still experience work motivation problems, as seen from previous observations that show that there are some employees who are not completely satisfied with their jobs. Therefore, companies need to pay attention to factors that can improve overall employee work motivation, such as providing appropriate rewards, clear career development opportunities, and listening to and responding to feedback from employees.

The following are the results of the presurvey conducted by the researcher to 30 employees as an initial presurvey regarding job satisfaction at PT Mutiara Laut Abadi Medan which can be shown in the following table:

Table 4. Job Satisfaction Pre-Survey Results.

No	Statement	Answer			
		Agree	%	Disagree	%
1.	I feel that the work I do at PT Mutiara Laut Abadi Medan is in accordance with my abilities and interests.	14	47%	16	53%
2.	I feel that the opportunities for career development at PT Mutiara Laut Abadi Medan are quite good.	17	57%	13	43%
3.	I feel that the management at PT Mutiara Laut Abadi Medan pays attention and appreciates the opinions and inputs of employees.	15	50%	15	50%

Source: Data Processed by Researchers, 2024.

Based on preliminary observation data conducted on 30 employees of PT Mutiara Laut Abadi Medan, as many as 14 respondents with a percentage of 47% agreed with the statement "I feel that the work I do at PT Mutiara Laut Abadi Medan is in accordance with my abilities and interests". Then a total of 17 respondents with a percentage of 57% agreed with the statement "I feel that the opportunities for career development at PT Mutiara Laut Abadi Medan are quite good". And 15 respondents with a percentage of 50% agreed with the statement "I feel that the management at PT Mutiara Laut Abadi Medan pays attention and appreciates the opinions and inputs from employees".

Based on initial observation data, some employees of PT Mutiara Laut Abadi Medan may face problems related to job satisfaction. While most feel the job matches their interests and abilities, some disagree entirely. Likewise, career development opportunities are considered quite good by most, but some may feel unsure. In addition, although most feel that management pays attention to employee input, some may feel underappreciated. Companies need to evaluate these issues to improve overall job satisfaction.

Based on the indications of problems that have occurred through the pre-survey that has been carried out, the company needs to pay attention to several aspects related to work culture, work motivation, employee performance, and job satisfaction at PT Mutiara Laut Abadi Medan. Companies need to promote a more inclusive and motivating work culture, by providing appropriate rewards, creating a collaborative work environment, and strengthening communication between superiors and subordinates. In addition, companies need to ensure that the work motivation system implemented can inspire employees to achieve their goals, such as providing clear training and career development. This is expected to improve overall employee

performance. Finally, companies need to pay closer attention to employee job satisfaction, by identifying and resolving issues that may be hindering job satisfaction, as well as ensuring that employees feel valued and heard in their work environment. Thus, the company can create a more productive and satisfying work environment for all employees.

With the problems that occur, this research is very important to encourage employees to be able to excel and be able to work according to what the company wants, so every employee must have a work culture and high motivation for the company where they work so that they can make a positive contribution in order to achieve the company's goals, so that it can be a reference for every company. Thus, the researcher is interested and feels the need to conduct this study with the title "The Influence of Work Culture and Work Motivation on Employee Performance with Job Satisfaction as an Intervening Variable in PT Mutiara Laut Abadi Medan".

Methods

The quantitative approach in this study is associative. The aim is to find out the relationship between two or more variables, looking for roles, influences, and causal relationships, namely between independent variables and dependent variables (Sugiyono 2019). And the type of research used in this study is quantitative research. Quantitative is research data in the form of numbers that will be measured using statistics as a calculation test tool, related to the problem being researched to produce a conclusion (Sugiyono 2019).

The data collection method in a scientific research is intended to obtain reliable, accurate and reliable materials. The data collection methods used in this study are: The data obtained in this study was obtained by distributing questionnaires, namely researchers jump directly to get data from the parties concerned directly or also called primary data. In the questionnaire given to the respondents using the Likert scale measurement method, which is used to measure the attitudes, opinions and perceptions of a person or group of people about social phenomena. Documentation is the collection of secondary data from various sources, both personally and institutionally. Documentation is a way to provide documents using evidence such as books, journals, the internet.

Result and Discussion

The Influence of Work Culture on Job Satisfaction

The results of the study on the influence of Work Culture (X1) on Job Satisfaction (Z) were obtained t_{hitung} as 1.649 smaller than t_{tabel} 1.98729 with a significance level of 0.103. This shows that the value of t_{hitung} smaller than t_{tabel} ($1.649 < 1.98729$) and the significance value is greater than 0.05 ($0.103 > 0.05$). So it can be concluded that the Organizational Culture variable (X1) has no effect on Job Satisfaction (Z).

Then, based on the findings in the field through the results of the variable descriptive analysis questionnaire, it can be seen that respondents agree and believe that the better the work culture, the greater their positive response to job satisfaction. Judging from the construction value on item BO.1, which is "Employees at PT Mutiara Laut Abadi Medan have high work discipline," which has an average score of 3.51, and compared to the KPK.13 construct, which is the statement "My colleagues at PT Mutiara Laut Abadi Medan are friendly and friendly," which has an average value of 3.42, it can be interpreted that despite the high awareness of the importance of discipline and good relationships between colleagues, Work culture does not directly have a significant effect on job satisfaction. These findings indicate that other factors outside the work culture, such as the physical environment, management policies, or other

individual factors, may be more dominant in determining the level of employee job satisfaction at PT Mutiara Laut Abadi Medan. So this shows the need for a more holistic approach in understanding and improving job satisfaction in this company.

Based on the results of the questionnaire that has been distributed to the respondents, it can be seen that the condition of the work culture at PT Mutiara Laut Abadi Medan is that there is high work discipline, there are consistent rules for all employees, sanctions if they violate the rules, a strong sense of togetherness, mutual respect between superiors and colleagues, and young and effective cooperation between colleagues.

Work culture in an organization is often considered a significant factor in influencing employee job satisfaction. However, there are conditions where work culture may not have a significant influence on job satisfaction. This results in a work culture that is not able to encourage how employee behavior is seen as something that has an important role in achieving the final goals of an organization or institution (Fahmi, 2021). This can happen if the work culture implemented is not in line with the values and expectations of individual employees, so that they feel dissatisfied even though the company has a clear and strong work culture (Norawati, 2022).

In addition, other factors such as salary, work-life balance, and career development opportunities also play an important role in employee job satisfaction. If these aspects are not fulfilled properly, then even a good work culture may not be enough to increase job satisfaction. Therefore, it is important for organizations to not only focus on the work culture, but also consider other factors that contribute to the overall well-being and satisfaction of employees (Rivaldo & Ratnasari, 2020).

The results of this study are in line with research conducted by Junaidi & Marantika (2022) which states that work culture has no effect on job satisfaction.

The Effect of Work Motivation on Job Satisfaction

The results of the study on the influence of Work Motivation (X2) on Job Satisfaction (Z) obtained a calculation value of 2.341 greater than the table of 1.98729 with a significance level of 0.021. This shows that the value of t_{hitung} greater than t_{tabel} ($2.341 > 1.98729$) and the significance value is less than 0,05 ($0,021 < 0,05$). Therefore, it can be concluded that the variable of Work Motivation (X2) has a positive and significant effect on Job Satisfaction (Z).

Then, based on the findings in the field through the results of the variable descriptive analysis questionnaire, it can be seen that the respondents agree and believe that the higher the work motivation, the greater their positive response to job satisfaction. Judging from the value of the construct on item MO.13, namely " I manage my time efficiently to complete the assigned tasks", which is worth 3.57%, and compared to the construction of KPK.13, which is the statement "My colleagues at PT Mutiara Laut Abadi Medan are friendly and friendly," which is worth 3.42%. This shows that the high work motivation at PT Mutiara Laut Abadi Medan has a significant influence on employee job satisfaction. These findings suggest that motivated employees, especially in terms of time management efficiency and task completion, tend to feel more satisfied with their jobs. In the work environment of PT Mutiara Laut Abadi Medan, high motivation encourages employees to work more productively and effectively, which results in a higher sense of achievement and satisfaction.

Based on the results of the questionnaire that has been distributed to the respondents, it can be seen that the work motivation at PT Mutiara Laut Abadi Medan is to provide opportunities to develop and achieve career goals and contribute to the Company's long-term plans, as well as

the work motivation that comes from the employees themselves is a strong determination to complete tasks, not to give up easily in the face of difficulties and to feel proud when successfully achieving career progress.

Therefore, at PT Mutiara Laut Abadi Medan, efforts to continue to encourage work motivation, such as through time management training or recognition of individual achievements, can contribute significantly to an increase in overall job satisfaction.

Work motivation has an important role in determining the level of employee job satisfaction. When employees are highly motivated, they tend to feel more motivated and committed to the tasks given. This motivation can come from a variety of sources, such as recognition of achievements, career development opportunities, and financial incentives that in turn increase productivity and performance (Arisanti et al., 2019).

Thus, organizations that successfully motivate their employees effectively will see a significant increase in job satisfaction, ultimately contributing to the company's long-term success (Rivaldo & Ratnasari, 2020).

The results of this study are in line with research conducted by Norawati (2022) and Rahayu & Aprianti (2020) which stated that work motivation has an effect on job satisfaction.

The Influence of Work Culture on Employee Performance

The results of the study on the influence of Work Culture (X1) on Employee Performance (Y) were obtained t_{hitung} as 6.582 greater than t_{tabel} 1.98729 with a significance level of 0.000. This shows that the value of t_{hitung} greater than t_{tabel} ($6.582 > 1.98729$) and the significance value was less than 0.05 ($0.000 < 0.05$). Therefore, it can be concluded that the Work Culture variable (X1) has a positive and significant effect on Employee Performance (Y).

Then, based on the findings in the field through the results of the variable descriptive analysis questionnaire, it can be seen that respondents agree and believe that the better the work culture, the greater their positive response to employee performance. Judging from the construction value on item BO.1, namely "Employees at PT Mutiara Laut Abadi Medan have high work discipline," which is worth 3.51%, and compared to the construction of KK.20 on the question "I have good skills in doing my job" which is worth 3.69%. This shows that the high level of work discipline applied at PT Mutiara Laut Abadi Medan contributes positively to employee performance. However, a higher score on the skill construct (KK.20) shows that the individual skills of employees in doing their jobs have a more dominant influence on performance compared to work culture such as discipline.

Based on the results of the questionnaire that has been distributed to the respondents, it can be seen that the condition of the work culture at PT Mutiara Laut Abadi Medan is that there is high work discipline, there are consistent rules for all employees, sanctions if they violate the rules, a strong sense of togetherness, mutual respect between superiors and colleagues, and young and effective cooperation between colleagues.

The work culture contained in the Company, such as a strong sense of togetherness, creates a harmonious and pleasant work atmosphere, can improve employee performance. In addition, employees who help each other can also develop a cooperative and supportive work atmosphere so that employees feel happy at work. If employees work in an environment where cooperation goes well, they will also feel more satisfied because they can complete tasks more effectively and efficiently. The positive work culture conditions in the company make employees emotionally happy in completing each work both individually and teamwork.

These findings indicate that while a good work culture, such as high discipline, is important to support performance, the mastery of good skills by employees plays a more crucial role in determining how effective they are in carrying out their tasks. In other words, at PT Mutiara Laut Abadi Medan, although high work discipline is valued and recognized, the skills possessed by employees seem to be a more significant key factor in driving superior performance. A strong and positive work culture has a major impact on employee performance. A good work culture creates a supportive environment, where values such as cooperation, innovation, and appreciation for employee effort are instilled. This not only increases individual productivity but also strengthens the overall performance of the team and organization (Winandar et al., 2021).

Thus, a positive work culture not only directly affects employee performance, but also creates a strong foundation for the company's long-term growth and success (Ali & Abdurahman, 2021). The results of this study are in line with research conducted by Kulsum & Indrarini, (2023) and Suradinata & Muhi (2019) which stated that work culture has an effect on employee performance.

The Effect of Work Motivation on Employee Performance

The results of the study on the influence of Work Motivation (X1) on Employee Performance (Y) obtained a calculation value of 2,780 greater than the table 1.98729 with a significance level of 0.000. This shows that the value of t_{hitung} greater than t_{tabel} ($2.780 > 1.98729$) and the significance value is less than 0,05 ($0,007 < 0,05$). Therefore, it can be concluded that the Work Motivation variable (X2) has a positive and significant effect on Employee Performance (Y).

Then, based on the findings in the field through the results of the variable descriptive analysis questionnaire, it can be seen that respondents agree and believe that the higher the work motivation, the greater their positive response to employee performance. Judging from the value of the construct on item MO.13, namely "I manage my time efficiently to complete the given tasks", which is worth 3.57%, and compared to the construction of KK.20 on the question "I have good skills in doing my work" which is worth 3.69%. This shows that although high work motivation contributes positively to employee performance at PT Mutiara Laut Abadi Medan, individual skills of employees are still a more dominant factor.

Based on the results of the questionnaire that has been distributed to the respondents, it can be seen that the work motivation at PT Mutiara Laut Abadi Medan is to provide opportunities to develop and achieve career goals and contribute to the Company's long-term plans, as well as the work motivation that comes from the employees themselves is a strong determination to complete tasks, not to give up easily to face difficulties and to feel proud when successfully achieving career advancement.

The motivation obtained at PT Mutiara Laut Abadi Medan greatly affects employee performance because the opportunity to have a career makes them more optimal and enthusiastic in completing work and the quality of work is improved. When employees have a strong determination to work, then sales productivity increases because leaders provide opportunities for career and development.

These findings indicate that employees who have high work motivation, such as the ability to manage time efficiently, tend to have better performance. However, good skills in carrying out tasks also have a significant impact on their performance. In other words, at PT Mutiara Laut Abadi Medan, in addition to high work motivation, adequate mastery of skills is the main key in achieving optimal performance. Therefore, improving the skills of employees should be a priority to ensure that existing work motivation can be effectively implemented in daily work.

Employees who are highly motivated tend to be more proactive, innovative, and produce high-quality work, which ultimately increases productivity and efficiency in the workplace (Pertiwi & Savitri, 2021).

Motivated employees typically have a positive outlook, are more adaptable to change, and are quicker to find solutions to the problems they face. This not only improves individual performance but also strengthens team dynamics and overall organizational performance. Therefore, fostering high work motivation among employees is essential for companies to achieve long-term goals and success (Nurrahmi et al., 2020).

The results of this study are in line with research conducted by Maulana & Heriyanti, (2022) and Suradinata & Muhi (2019) which stated that work motivation affects employee performance.

The Effect of Job Satisfaction on Employee Performance

The results of the study on the effect of Job Satisfaction (Z) on Employee Performance (Y) obtained a t_{cal} value of 1,531 less than t_{tabel} 1.98729 with a significance level of 0.129. This shows that the value of t_{hitung} smaller than t_{tabel} ($1.531 < 1.98729$) and the significance value is greater than 0.05 ($0.129 > 0.05$). Therefore, it can be concluded that the Job Satisfaction variable (Z) has no effect on Employee Performance (Y).

Then, based on the findings in the field through the results of the variable descriptive analysis questionnaire, it can be seen that respondents agree and believe that the higher the job satisfaction of employees, the greater their positive response to employee performance. Judging from the value of the construct in the KPK.13 item, namely the statement "My colleagues at PT Mutiara Laut Abadi Medan are friendly and friendly," which is worth 3.42% compared to the construct of KK.20 on the question "I have good skills in doing my job" which is worth 3.69%. This shows that although employee job satisfaction, such as good relationships with colleagues, is recognized as important, individual skill factors have a more dominant influence on employee performance.

Based on the results of the questionnaire that has been distributed to the respondents, it can be found that the condition of job satisfaction at PT Mutiara Laut Abadi Medan is that the salary is not in accordance with the applicable standards, the basis for recommendations or promotions is not appropriate, adequate facilities, appreciation from leaders for employees who can achieve sales targets and work support equipment that is considered incomplete.

These findings indicate that at PT Mutiara Laut Abadi Medan, although a friendly and harmonious work environment can increase job satisfaction, it does not necessarily result in higher performance. On the contrary, the skills of employees in carrying out their tasks more determine how well they perform. In other words, job satisfaction alone, such as a sense of comfort with coworkers, is not enough to ensure superior performance; Strong mastery of skills and competencies remain the main factors affecting performance. This shows that to significantly improve employee performance, companies need to focus on developing employee skills and competencies, not just on aspects that increase job satisfaction.

Job satisfaction does not always affect employee performance in every situation. This can happen if the satisfaction comes from factors such as a comfortable work environment or good relationships with colleagues, but is not accompanied by adequate challenges or incentives to encourage employees to achieve higher performance. Without a strong drive to improve performance, job satisfaction can become just a feeling of comfort without any increase in productivity.

On the other hand, employee performance can also be affected by external factors that are not directly related to job satisfaction. For example, external pressure, tight targets, or large financial incentives can encourage employees to work harder, even though they may not be satisfied with their jobs. Therefore, while job satisfaction is important for employee well-being, there is not always a direct correlation between job satisfaction and employee performance. This shows that to achieve optimal performance, companies need to consider various other factors besides only focusing on improving job satisfaction (Elburdah, 2018).

The results of this study are in line with research conducted by Fauziek & Yanuar (2021) and Ariansy & Kurnia (2022) which stated that job satisfaction has no effect on employee performance.

The Simultaneous Influence of Work Culture and Work Motivation on Employee Performance

The results of the study on the simultaneous influence of Work Culture (X1) and Work Motivation (X2) on Employee Performance (Y) were obtained F_{hitung} as 37.451 greater than 2.71 ($37,451 > 2.71$) and a significance value of 0.000 is less than 0.05 ($0.000 < 0.05$). Therefore, it can be concluded that Work Culture (X1) and Work Motivation (X2) simultaneously affect Employee Performance (Y).

Then, based on the findings in the field through the results of the variable descriptive analysis questionnaire, it can be seen that respondents agree and believe that the better the work culture and work motivation, the greater their positive response to employee performance. Judging from the construction value in item BO.1, namely "Employees at PT Mutiara Laut Abadi Medan have high work discipline," which is worth 3.51%, and with the construction in item MO.13, namely "I manage my time efficiently to complete the assigned tasks", which is worth 3.57%, which is compared to the construction of KK.20 on the question "I have good skills in doing my job" which is worth 3.69%. This shows that technical skills play a key role in improving employee performance at PT Mutiara Laut Abadi Medan.

In other words, while a positive work culture and motivation are important to support performance, investing in employee technical skills development is crucial to ensure they can complete tasks more effectively and achieve optimal results. Companies need to integrate strategies that reinforce work culture and motivation while providing the necessary training to improve technical skills, so that all of these aspects can work synergistically to improve overall employee performance.

Work culture and work motivation simultaneously have a strong influence on employee performance. A positive work culture creates a supportive environment where values such as collaboration, innovation, and appreciation for employee contributions are valued (Jintar, 2023). When employees feel comfortable and valued in a positive work culture, their motivation to perform tends to increase. High work motivation, driven by a supportive environment, makes employees more excited, proactive, and ready for challenges. The combination of a supportive work culture and high work motivation results in optimal employee performance, with increased productivity and consistent work quality (Fitriya & Kustini, 2023).

In addition, a strong work culture and high work motivation also encourage employees to innovate and contribute to more than just their core tasks. As such, companies that successfully create a supportive and motivating work culture will see significant improvements in employee performance, which in turn contributes to the company's long-term success (Saputra et al., 2024).

The results of this study are in line with research conducted by Maulana & Heriyanti (2022) and Atijah & Bahri (2021) which stated that work culture and work motivation have a simultaneous effect on employee performance.

The Influence of Work Culture on Employee Performance Through Job Satisfaction

The results of the study on the influence of Work Culture (X1) on Employee Performance (Y) with Job Satisfaction (Z) as an intervening variable obtained a tcal value of 8.41371 greater than 1.98729. This shows that the tcount value is greater than the ttable ($8.41371 > 1.98729$). Therefore, it can be concluded that Work Culture (X1) has a positive influence on Employee Performance (Y) through Job Satisfaction (Z)

Based on the findings in the field through the results of the variable descriptive analysis questionnaire, it can be seen that respondents agree and believe that the better the work culture, the greater their positive response to employee performance and will have an impact on employee job satisfaction. Judging from the value of the construct on item BO.1, namely "Employees at PT Mutiara Laut Abadi Medan have high work discipline," which is worth 3.51%, on the employee performance variable obtained with the value on the KK.20 construct, namely on the question "I have good skills in doing my job" which is worth 3.69% and compared to the KPK.13 construct, on the variable of employee job satisfaction, namely the statement "My colleagues at PT Mutiara Laut Abadi Medan are friendly and friendly," which is worth 3.42%. So it can be interpreted in PT Mutiara Laut Abadi Medan, this shows that employee performance is more influenced by the technical skills they have compared to the discipline factor or a friendly work environment. Although work discipline and friendliness between colleagues still have an important role to play in creating a positive work atmosphere, good technical skills contribute more significantly to optimal work outcomes. Therefore, companies need to pay special attention to employee skill development while still maintaining a disciplined work culture and a friendly environment to ensure improved overall employee performance.

A positive work culture affects employee performance through increased job satisfaction. When companies implement the values of collaboration, reward, and open communication, employees feel more valued and satisfied. This high job satisfaction increases employee motivation and commitment, which is reflected in their better and productive performance (Kusumawardani et al., 2023). Employees who are satisfied with the company's work culture tend to stay longer, innovate, and collaborate better. Thus, a good work culture not only increases job satisfaction but also employee performance, creates a productive work environment and supports the achievement of company goals (Sucahyowati & Suryani, 2022). The results of this study are in line with research conducted by Jayanti & Nazwirman (2020) and Winandar et al. (2021) which stated that work culture affects employee performance through job satisfaction.

The Effect of Work Motivation on Employee Performance Through Job Satisfaction

The results of the study on the influence of Work Motivation (X2) on Employee Performance (Y) with Job Satisfaction (Z) as an intervening variable obtained a calculated value of 38.147792 greater than 1.98729. This shows that the tcount value is greater than the ttable ($38.147792 > 1.98729$). So it can be concluded that Work Motivation (X2) has a positive influence on Employee Performance (Y) through Job Satisfaction (Z).

Based on the findings in the field through the results of the variable descriptive analysis questionnaire, it can be seen that respondents agree and believe that the higher the work motivation, the greater their positive response to employee performance and will have an

impact on employee job satisfaction. Judging from the value of the construct in item MO.13, on the work motivation variable, namely "I manage my time efficiently to complete the given tasks", which is worth 3.57%, and compared to the construction of KK.20 on the employee performance variable, namely the statement "I have good skills in doing my job" which is worth 3.69%. And when compared to the KPK.13 construct, the variable of employee job satisfaction is the statement "My colleagues at PT Mutiara Laut Abadi Medan are friendly and friendly," which is worth 3.42%. So that it can be interpreted in PT Mutiara Laut Abadi Medan, this shows that work motivation has a significant influence on employee performance, but technical skills remain the most dominant factor in determining performance. Meanwhile, job satisfaction influenced by a friendly work environment is also important, although the effect is not as large as skill and work motivation. Therefore, companies need to focus on improving employee motivation and skills, while continuing to create a conducive work environment to achieve optimal job satisfaction. With this approach, PT Mutiara Laut Abadi Medan can ensure better employee performance and higher job satisfaction, which will ultimately have a positive impact on the company's overall productivity and success.

Work motivation affects employee performance through job satisfaction. When employees are motivated by factors such as rewards, development opportunities, and incentives, they feel more satisfied with their jobs. This job satisfaction encourages employees to work more enthusiastically and committedly, increasing productivity and the quality of their work (Tolu et al., 2021).

Employees who are satisfied because of high work motivation tend to be more proactive and proactive in completing tasks. They are also better able to face challenges and adapt to changes, which has a positive impact on their performance. Thus, effective work motivation not only increases job satisfaction but also results in optimal employee performance, supporting the long-term success of the company (Sinollah & Hermawanto, 2020).

The results of this study are in line with research conducted by Jayanti & Nazwirman (2020) and Sasongko et al. (2021) which stated that work motivation affects employee performance through job satisfaction.

Conclusion

Based on the results of the research that has been described, there are conclusions in this study, which are as follows. 1) Work Culture (X1) has no effect on Job Satisfaction (Z) at PT Mutiara Laut Abadi Medan. 2) Work Motivation (X2) has a positive and significant effect on Job Satisfaction (Z) at PT Mutiara Laut Abadi Medan. 3) Work Culture (X1) has a positive and significant effect on Employee Performance (Y) at PT Mutiara Laut Abadi Medan. 4) Work Motivation (X2) has a positive and significant effect on Employee Performance (Y) at PT Mutiara Laut Abadi Medan. 5) Job Satisfaction (Z) has no effect on Employee Performance (Y) at PT Mutiara Laut Abadi Medan. 6) Work Culture (X1) and Work Motivation (X2) have a simultaneous effect on Employee Performance (Y) at PT Mutiara Laut Abadi Medan. 7) Work Culture (X1) has a positive effect on Employee Performance (Y) through Job Satisfaction (Z) at PT Mutiara Laut Abadi Medan. 8) Work Motivation (X2) has a positive effect on Employee Performance (Y) through Job Satisfaction (Z) at PT Mutiara Laut Abadi Medan.

References

- Ali, A., & Abdurahman, A. (2021). Pengaruh Budaya Kerja Dan Iklim Organisasi Terhadap Kinerja Pegawai Kantor Kementerian Agama Kabupaten Kapuas. *Administratus - Jurnal Ilmu Administrasi Dan Manajemen*, 5(1). <https://doi.org/10.57178/paradoks.V4i4.611>

- Ami Jayanti, G., & Nazwirman, N. (2020). Model Kinerja Pegawai: Kepemimpinan, Budaya Kerja, Dan Motivasi Kerja Dengan Kepuasan Kerja Variabel Intervening. *Jurnal Ilmiah Manajemen Dan Bisnis*, 21(2), 157–173. <https://doi.org/10.30596/jimb.V21i2.4582>
- Ariansy, N. I., & Kurnia, M. (2022). Pengaruh Stres Kerja, Insentif Dan Lingkungan Kerja Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Mediasi (Studi Empiris Pt . Telkom Magelang). *Borobudur Management Review*, 2(1), 1–23. <https://doi.org/10.31603/bmar.v2i2.6820>
- Arisanti, K. D., Santoso, A., & Wahyuni, S. (2019). Pengaruh Motivasi Kerja Dan Disiplin Kerja Terhadap Kinerja Karyawan Pada Pt Pegadaian (Persero) Cabang Nganjuk. *Jimek : Jurnal Ilmiah Mahasiswa Ekonomi*, 2(1), 101. <https://doi.org/10.30737/jimek.v2i1.427>
- Atijah, A., & Bahri, S. (2021). Pengaruh Kepemimpinan, Motivasi Kerja Dan Budaya Kerja Terhadap Kinerja Pegawai Pada Dinas Sosial Kabupaten Labuhanbatu Utara. *Jurnal Humaniora: Jurnal Ilmu Sosial, Ekonomi dan Hukum*, 5(1), 31-45. <https://doi.org/10.30601/humaniora.v5i1.1673>
- Elburdah, R. P. (2018). Pengaruh Gaya Kepemimpinan Dan Kepuasan Kerja Terhadap Kinerja Pegawai Dinas Peternakan Dan Kesehatan Hewan Provinsi Riau. *Jurnal Mandiri*, 2(2), 443–445. <https://doi.org/10.33753/mandiri.v2i2.53>
- Fahmi, I. (2021). Faktor-Faktor Yang Mempengaruhi Kinerja Karyawan: Motivasi, Gaya Kepemimpinan, Kepuasan Kerja Dan Organisasi Budaya (Studi Literatur Manajemen Sumber Daya). *Jurnal Ekonomi Manajemen Sistem Informasi*, 3(1), 52–67. <https://doi.org/10.31933/jemsi.v3i1.677>
- Fauziék, E., & Yanuar, Y. (2021). Pengaruh Kepuasan Kerja Terhadap Kinerja Karyawan Dengan Stres Kerja Sebagai Variabel Mediasi. *Jurnal Manajerial Dan Kewirausahaan*, 3(3), 680. <https://doi.org/10.24912/jmk.v3i3.13155>
- Fitriya, A., & Kustini. (2023). Pengaruh Kepuasan Kerja Dan Pengawasan Kerja Terhadap Kinerja Karyawan Melalui Disiplin Kerja. *Religion Education Social Laa Roiba Journal*, 5(2), 634–649.
- Irwansyah, I., Abdullah, M. W., & Syaharuddin, S. (2019). Pengaruh Kepuasan Kerja Dalam Memoderasi Motivasi Kerja Dan Penggajian Menurut Perspektif Islam Terhadap Kinerja Karyawan Pt Bni Syariah Cabang Makassar. *Assets : Jurnal Ekonomi, Manajemen Dan Akuntansi*, 9(1), 49. <https://doi.org/10.24252/v9i1.10127>
- Jintar, C. (2023). Pengaruh Motivasi Kerja Terhadap Kinerja Karyawan Cv. Anugerah Abadi. *Jurnal Inovasi Penelitian*, 3(9), 7693–7696.
- Junaidi, J., & Marantika, A. (2022). Analisis Budaya Kerja, Lingkungan Kerja, Tunjangan Kinerja dan Pengaruhnya Terhadap Kepuasan Kerja Serta Implikasi pada Kinerja Pegawai. *ECo-Fin*, 4(3), 143-160. <https://doi.org/10.32877/ef.v4i1.454>
- Kulsum, U., & Indrarini, R. (2023). Pengaruh Budaya Kerja Dan Lingkungan Kerja Terhadap Kinerja Pegawai Pada Kantor Kementerian Agama Kabupaten Lamongan. *Jurnal Ekonomika Dan Bisnis Islam*, 6(1), 95–101.
- Kusumawardani, A. P., Isyanto, P., & Yani, D. (2023). Pengaruh Rekrutmen Terhadap Kinerja Karyawan Pt. Bank Tabungan Negara (Persero) Tbk. Kantor Cabang Karawang. *Cemerlang : Jurnal Manajemen Dan Ekonomi Bisnis*, Vol. 3, No(3).

- Maulana, H. R., & Heriyanti, S. S. (2022). Pengaruh Budaya Kerja, Kedisiplinan Dan Motivasi Kerja Terhadap Kinerja Karyawan Departemen Warehouse 3 Pt. Sgl Indonesia Cikarang. *Jurnal Pelita Ilmu*, 16(02), 5–24.
- Mukmin, S., & Prasetyo, I. (2021). Pengaruh gaya kepemimpinan dan budaya organisasi terhadap kinerja karyawan melalui kepuasan kerja karyawan sebagai variabel intervening. *Jurnal Manajerial Bisnis*, 4(2), 123-136. <https://doi.org/10.37504/jmb.v4i2.297>
- Mustofa, S., Suddin, A., & Wardiningsih, S. S. (2019). Analisis Pengaruh Kompensasi Dan Motivasi Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening (Pada Ksp Mekar Surya Karanganyar). *Jurnal Manajemen Sumber Daya Manusia*, 13(1), 117–131.
- Norawati, S. (2022). Pengaruh Budaya Kerja Dan Motivasi Kerja Terhadap Kepuasan Kerja Serta Dampaknya Pada Kinerja Pegawai Dinas Ketenagakerjaan Dan Transmigrasi Provinsi Riau. *Journal of Syntax Literate*, 7(3). <https://doi.org/10.36418/syntax-literate.v7i3.6554>
- Nurrahmi, A., Hairudinor, H., & Utomo, S. (2020). Pengaruh Motivasi Kerja, Budaya Organisasi, Dan Gaya Kepemimpinan Transformasional Terhadap Komitmen Organisasi Dan Kinerja Karyawan (Studi Pada PT. Bank Pembangunan Daerah Kalsel Cabang Rantau). *Jurnal Bisnis dan Pembangunan*, 9(1), 20-35.
- Pertiwi, W., & Savitri, C. (2021). Pengaruh Kompetensi, Disiplin Kerja, Dan Motivasi Kerja Terhadap Kinerja Pegawai. *Jurnal Manajemen dan Bisnis Kreatif*, 7(1), 63-77. <https://doi.org/10.36805/manajemen.v7i1.1948>
- Prasetyo, E. J., Ratnasari, S. L., & Hakim, L. (2020). Analisis Gaya Kepemimpinan, Komitmen Organisasional, Budaya Organisasi, Dan Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan. *Jurnal Dimensi*, 9(2), 186–201. <https://doi.org/10.33373/dms.v9i2.2531>
- Rahayu, N., & Aprianti, K. (2020). Pengaruh Motivasi Kerja Terhadap Kepuasan Kerja Karyawan pada Pt. Perum Pegadaian Salama Cabang Bima. *Jurnal Brand*, 2(2), 184–189.
- Renata, I., Esmeralda, E., Veronika, V., & Khairani, R. (2021). Pengaruh Kepuasan Kerja, Motivasi Kerja, Dan Komitmen Organisasional Terhadap Kinerja Karyawan Di Pt. Indomas Mitra Teknik. *Jurnal Manajemen Terapan Dan Keuangan*, 10(03), 581–591. <https://doi.org/10.22437/jmk.v10i03.13257>
- Rivaldo, Y., & Ratnasari, S. L. (2020). Pengaruh Kepemimpinan Dan Motivasi Terhadap Kepuasan Kerja Serta Dampaknya Terhadap Kinerja Karyawan. *Journal Dimensi*, 9(3), 505–515. [https://doi.org/10.1016/s1005-8885\(08\)60090-4](https://doi.org/10.1016/s1005-8885(08)60090-4)
- Saputra, F., Aliefiani, G., Putri, M., Puspitasari, D., & Danaya, B. P. (2024). Pengaruh Pengembangan Karier Dan Budaya Kerja Terhadap Loyalitas Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening Pada Pt Graha Sarana Duta Cabang Sto Gambir. *Jurnal Ekonomi, Akuntansi Dan Manajemen*, 2(1), 168–186. Retrieved From <https://doi.org/10.30640/trending.v2i1.1937>
- Sasongko, A. G., Hairudinor, H., & Syafari, M. R. (2021). Pengaruh Budaya Organisasi, Motivasi Kerja Dan Gaya Kepemimpinan Transformasional Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening Di Mining Support

- Division Pt Kaltim Prima Coal. *Jurnal Bisnis Dan Pembangunan*, 10(1), 62. <https://doi.org/10.20527/jbp.v10i1.9958>
- Sidauruk, B. P., & Gunawan, A. P. (2020). Pengaruh Gaya Kepemimpinan Dalam Menciptakan Budaya Kerja Yang Berkualitas. *Nusantara: Jurnal Ilmu Pengetahuan Sosial*, 7(2), 408–420.
- Simbolon, S. (2021). *Manajemen Sumber Daya Manusia Dalam Meningkatkan Kinerja Karyawan*. (D. M. Simbolon & A. W. Sudrajad, Eds.). Yogyakarta: Percetakan Bintang.
- Sinollah, S., & Hermawanto, H. (2020). Analisis Penilaian Kinerja Terhadap Kepuasan Dan Dampaknya Pada Kinerja. *Dialektika : Jurnal Ekonomi Dan Ilmu Sosial*, 5(1), 1–22. <https://doi.org/10.36636/dialektika.v5i1.408>
- Sucahyowati, H., & Suryani, D. (2022). Pengaruh Lingkungan Kerja Dan Motivasi Kerja Terhadap Organizational Citizenship Behavior Dengan Kepuasan Kerja Sebagai Variabel Intervening Pada Pt Pelindo Multi Terminal Cilacap. *Saintara : Jurnal Ilmiah Ilmu-Ilmu Maritim*, 6(2), 147–155. <https://doi.org/10.52475/saintara.v6i2.179>
- Sugiono, E., Darmadi, D., & Efendi, S. (2021). Pengaruh Kompensasi, Gaya Kepemimpinan Dan Kompetensi Terhadap Kinerja Pegawai Melalui Kepuasan Kerja Pada Pusdatin Kementan Ri. *Jurnal Manajemen Dan Bisnis Indonesia*, 7(2), 132–149. <https://doi.org/10.32528/jmbi.v7i2.5599>
- Sugiyono. (2019). *Metode Penelitian Kuantitatif Kualitatif Dan R&D*. Bandung: Alfabeta.
- Suradinata, E., & Muhi, A. H. (2019). Pengaruh Reformasi Birokrasi Dan Budaya Kerja Terhadap Kinerja Pegawai Di Rsud Dr. R. Soedjono Selong, Kabupaten Lombok Timur. *PAPATUNG: Jurnal Ilmu Administrasi Publik, Pemerintahan dan Politik*, 2(3), 118-128.. <https://doi.org/10.54783/japp.V2i3.21>
- Tolu, A., Michael Mamentu, & Rumawas, W. (2021). Pengaruh Gaya Kepemimpinan, Lingkungan Kerja, Dan Motivasi Kerja Terhadap Kinerja Pegawai. *Jurnal Administrasi Bisnis (Jab) Vol.*, 11(1), 16–22. <https://doi.org/10.55587/jseb.v1i1.26>
- Winandar, F., I Ketut R.Sudiarditha, & Dewi Susita. (2021). Pengaruh Budaya Kerja Dan Kecerdasan Emosional Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Mediasi Pada Pt Matahari Department Store Tbk. *Jurnal E-Bis (Ekonomi-Bisnis)*, 5(1), 83–99. <https://doi.org/10.37339/e-bis.v5i1.433>