



THE INFLUENCE OF ORGANIZATIONAL CULTURE, MOTIVATION AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE AT PT. PRIMA KARYA SUKSES- TANGERANG

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Abstract

The success of an organization including PT Prima Karya Sukses-Tangerang is influenced by employee performance (job performance). Therefore, performance is determined among others by organizational culture, motivation and perceived job satisfaction. So automatically employees will always show good performance and make a good contribution to the organization. The purpose of this study was to determine how much influence the variables of Organizational Culture, Motivation and Job Satisfaction on Employee Performance at PT. Prima Karya Sukses Tangerang. The method used is the quantitative method and analyzes the effect of the independent variable on the dependent variable, the measuring method used is a Likert scale by taking 35 respondents from the existing population as research respondents / census methods. Multiple Linear Regression Analysis using statistical analysis with the SPSS 20 program. From the research, it is known that organizational culture partially has no and insignificant effect on employee performance, while motivation and job satisfaction partially have a positive and significant effect on employee performance. The Ftest test shows that organizational culture, motivation and job satisfaction simultaneously affect employee performance.

Keywords: *Organizational Culture, Motivation, Satisfaction, Performance*

INTRODUCTION

Currently, the era of competition in the business world is very tight, which will have consequences in corporate competition. This competition requires companies to rearrange their daily business strategies, very fierce competition lies in how a company can implement the process of creating its products or services better and higher quality than other business competitors. Business competition can occur in various companies that already have advantages in their respective fields, in addition to excellence in strategy, the excellence of human resources (HR) in the company is the key to the success of an organization. This success can be seen from the performance of employees (job performance).

Every company that is established and formed has a goal from its business activities to obtain maximum profits and welfare for the company. The success of an organization in achieving its goals is largely determined by the ability of human resources. The ability and skills of human resources are closely related to the organization's need to get high-performing employees and a high level of competition will spur every company to be able to maintain its survival in paying attention to human resources. To get more reliable, quality and professional human resources, a company is required to manage and develop human resources well, and improve employee performance. Success in a company is determined by the results of

reliable employee performance. Because the thing that is considered in the implementation of work is the process of achieving targets, in accordance with the performance standards that are applied and desired by an organization.

Employee performance is the result of quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. The factors that affect the achievement of employee performance are work motivation, leadership, work discipline and organizational culture. The amount of employee contribution in performance is influenced by several variables, namely work motivation, leadership, and organizational climate. The performance possessed by the bureaucracy is essentially a result of the work requirements that must be met by employees. Performance is highly determined by qualified employees (Latib et al., 2016:12).

Organizational culture is often also called work culture because it cannot be separated from the performance of Human Resources (HR), the stronger the company culture, the stronger the drive to achieve. A strong culture in an organization can provide encouragement to its members to act and behave in accordance with the organization's expectations. With the observance of the rules and also the company's policies, it is expected to optimize the performance and productivity of employees to achieve organizational goals. The organizational culture in every company arises based on the life journey of employees. In general, the organizational culture lies in the founder of the organization. They are the ones who play an important role in making a decision and as a determinant of the direction of the organization's strategy. Organizational culture is also referred to as company culture.

In the application of organizational culture in a company, it can affect employee performance because the positive values contained in the organizational culture built in a company will be able to encourage every employee involved in it to comply with and implement all policies set by the company so that organizational goals can be achieved easily (Hasan, 2016:18).

Employees' motivation to work develops personal abilities and improves skills in the future is influenced by feedback on past performance and future performance development. Motivation is very necessary in every company, because employees who have high work motivation will be able to encourage them to work harder and improve performance. To maintain the smooth running of an organization or company, it must maintain motivation. In order for employees to feel comfortable, the company needs to create a conducive condition and meet its needs, thereby achieving the vision and mission of an organization/company. Without motivation, an employee cannot fulfill the work according to the standards or exceed the standards that have been set by each company.

In order to move people to be in accordance with the organization's desires, it must be understood that human motivation works in an organization, because this motivation determines the behavior of people to work or in other words behavior is the simplest reflection of motivation. However, it is the company's job to know and understand employee motivation, and it is not an easy task to increase employee motivation because employees respond in different ways to their work and their organizational practices.

Factors that motivate employees and employee performance by paying attention to employee needs need to be analyzed, Because each employee comes from a different background and has a different mindset, the habits that are carried out need to be standardized according to the organization's goals. With a diverse

organizational culture within the company, every employee respects and respects each other. Kusumawati (2014).

Job satisfaction is a person's feelings towards work, this means that this kind of conception of job satisfaction sees job satisfaction as the result of human interaction with their work environment. Basically, a person at work will feel comfortable and highly loyal to the company if in his work he gets job satisfaction according to what he wants. (Eritha, 2017: 130).

Employees who have an attitude of struggle, devotion, discipline, and professional ability are very likely to have work achievements in carrying out their duties so that they are more effective and successful. Improving attitudes, struggles, devotion, work discipline, and professional abilities can be done through a series of coaching and concrete actions so that efforts to improve work performance and employee loyalty can become a reality. One of the factors that affect employee loyalty is job satisfaction. Job satisfaction is expected to encourage the achievement of better and more accurate organizational goals. It is imperative for companies to recognize what factors make employees satisfied working in the company. With the achievement of employee job satisfaction, productivity will also increase.

In this study, PT. Prima Karya Sukses is designated as the location of the research and the development carried out on this research is referring to the existing phenomenon. PT. Prima Karya Sukses is a manufacturing company engaged in the screw, bolt, nut & sanitary industry. Which is made of raw materials or materials Brass (Brass), stenllis, iron and Mettal. Employee performance, organizational culture, motivation and job satisfaction in this company are still very low, there are still employees who do not understand the work that is their responsibility, do not learn the tasks in each day and do not see what to do and complete that day. The occurrence of employee turnover has a negative impact on the company which makes the work process ineffective. Seeing the frequent turnover, it can be indicated that the implementation of the existing organizational culture still needs to be developed. Turnover can also be caused by employees feeling dissatisfied with their work, causing them to feel uncomfortable or uncomfortable with their work so they choose to resign so that turnover occurs.

In this case, PT. Prima Karya Sukses uses employee attendance reports as the attendance of employees. Employee attendance report of PT. Prima Karya Sukses can be seen in table 1. Recap of Employee Attendance at PT. Prima Karya Sukses in 2017-2019, as follows:

Tabel 1.1

Daftar Presensi Karyawan PT. Prima Karya Sukses Tahun 2017-2019

Tahun	Jumlah karyawan			Ketidakhadiran	Total seluruh karyawan	Persentase ketidakhadiran (%)
	Izin	Sakit	Absen			
2017	3	2	6	11	42	26.2%
2018	4	2	3	9	37	35.13%
2019	4	3	6	13	35	37.14%

Sumber : PT. Prima Karya Sukses, 2020

Based on Table 1. above, it can be seen that the level of employee absenteeism of PT. Prima Karya Sukses shows an improvement and indicates that the implementation of Organizational Culture, Motivation and Job Satisfaction at PT. Prima Karya Sukses has not been running well. This indicates that employees do not have responsibility for their work because it has an impact on poor work results. The organizational culture in this company does not all run according to the company's

plan, many company employees are still violating. Cultures that are often violated include the use of rest hours, initiatives at work, and the use of time in carrying out company tasks that are also not optimal. Then low work motivation is caused by less responsibility for the tasks given, willingness to spend time with the company and caused by internal and external factors. In order to obtain a definite answer, further research is needed. Therefore, the researcher is interested in conducting research on "The Influence of Organizational Culture, Motivation, and Job Satisfaction on Employee Performance at PT. Prima Karya Sukses- Tangerang".

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Performance

Performance is the result of work that has been achieved in completing the tasks and responsibilities given in a certain period of time Cashmere (2016:182).

Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2015:67).

Performance is a general term used for part or all of the actions or activities of an organization in a period with reference to a number of standards such as past or projected costs. On the basis of efficiency, accountability or accountability of management and the like (Zainal, et al., 2015: 447).

In practice, it is not always that employee performance is in the desired condition either by the employee himself or the organization. There are many obstacles that affect performance, both organizational performance and individual performance. It's a good idea for a leader to first review the factors that can affect the performance of his employees. Factors that affect the performance of both results and work behavior are as follows:

1. Abilities and Expertise

That is an advantage that a person has or what is often called a *skill*. Employees who have an IQ above average (IQ 110-20) with adequate education for their position and are skilled in doing their jobs, will find it easier to achieve the expected performance. So, employees need to be placed in a job that suits their expertise. (Mangkunegara, 2015: 67, Kasmir, 2016: 189).

2. Knowledge

The knowledge in question is the employee's knowledge of their respective duties or jobs that have been given by the Manager or his superiors well (Kasmir, 2016:189).

3. Work plan

It is a *plan* that has been made in carrying out a job to make it easier for every employee to work precisely and correctly. If a job has a good design, it will facilitate the work precisely and correctly (Kasmir, 2016:190).

4. Personality

Personality is one of the factors that affect the performance that each person has. If a person has a good personality or character, works responsibly, and earnestly, then the results of his work will also be good (Kasmir, 2016:190).

5. Work Motivation

Motivation is an encouragement for a person to do a job. Good motivation will move employees who are directed to achieve their work goals. The more motivated a person is to do a job, the better the performance will be.

(Mangkunegara, 2015: 68 ; Kasmir, 2016: 190).

6. Leadership

Leadership is the behavior of a leader in leading, organizing, managing, and ordering to do a task and responsibility given to employees. To improve employee performance, a leader must nurture and guide employees well so that they are happy by following their orders (Kasmir, 2016: 191).

7. Leadership Style

It is a leader's style or attitude in facing or ordering his subordinates in accordance with the conditions of the organization or the company's environment (Kasmir, 2016:191).

8. Organizational Culture

It is the customs or norms that apply and are owned by the company that function to regulate things that apply and are generally accepted and must be complied with by every employee (Kasmir, 2016:191).

9. Job Satisfaction

It is a feeling of joy, joy or a feeling of liking a person for a job because what is expected is in accordance with what is obtained (Kasmir, 2016:192).

10. Work Environment

That is the atmosphere or conditions around the location of the workplace. If a work environment is safe, comfortable, and a conducive atmosphere, it will improve employee performance (Kasmir, 2016:192).

11. Commitment

It is a promise or agreement that has been made between the employee and the company to carry out all company policies or regulations in working according to Kasmir (Kasmir, 2016: 193).

12. Discipline

It is an effort of employees to carry out their work activities seriously. Work discipline such as punctuality in entering work and discipline in doing and completing tasks in accordance with the orders that must be done (Kasmir, 2016:193).

• Performance Indicators

The results of the company's performance will cause various forms of satisfaction and dissatisfaction for employees. In measuring employee performance, several indicators can be used according to Kasmir, (2016: 208-210):

1. Quality

Performance measurement can be done by looking at the quality of the work produced through a certain process. Namely completing tasks thoroughly, accurately, and on time.

2. Quantity (quantity)

Quantity is how long an employee works in one day and can be seen from the work speed of each employee. The resulting results can be shown in the form of currency units, the number of units, or the number of activity cycles carried out.

3. Time (timeframe)

Punctuality is where employees carry out activities or a production product can be completed by the deadline set by the company.

4. Cost suppression

The costs incurred for each company activity have been budgeted before the activity is carried out. This means that the budgeted costs are a reference so

that they do not exceed what has been budgeted.

5. Supervision

By supervising, employees will feel more responsible for their work and if there are irregularities, it will be easier to make corrections and make improvements as soon as possible

6. Employee relationships

Performance appraisals are often associated with cooperation or harmony between employees and between leaders. In this relationship, it is measured whether an employee is able to develop feelings of mutual respect, goodwill, and cooperation between one employee and another.

Organizational Culture

According to Darmawan, (2013:143), Organizational culture is a set of main values, beliefs, and attitudes that are enforced among organizational members. A culture that can adapt and encourage employee engagement can clarify the goals and direction of the organization's strategy and that always outlines and teaches the organization's values and beliefs, can help the organization achieve higher sales growth, capital development, profits, quality and customer satisfaction.

Organizational culture is the result of the process of fusing the cultural style or behavior of each individual that was previously brought into a new norm and philosophy, which has the energy and pride of the group in facing certain things and goals (Edison, et al., 2017: 117).

Organizational culture refers to a system of sharing meaning carried out by members that distinguishes the organization from other organizations (Robbins, 2017: 355).

Characteristics of Organizational Culture

According to Robbins (2017:355), there are seven main characteristics that can capture the essence of organizational culture, namely:

1. Innovation and risk-taking, The level of workers is encouraged to be innovative and brave in taking risks. How the organization values risk-taking actions by employees.
2. Paying attention to details, the level of workers is expected to show precision, analysis, and attention to detail, meticulous attention to detail.
3. Results-oriented: The management level focuses on obtaining or yielding rather than on the techniques and processes used to achieve or achieve results.
4. People orientation, Decision making level by Management by considering the effect of the results on the people in the organization.
5. Team-oriented, Team work activities are organized in teams rather than individuals to support cooperation.
6. Aggressiveness, The level of people will be aggressive and competitive to run the organizational culture to the best of their ability. Stability, the level of organizational activity emphasizes maintaining the status quo in contrast to growth.

Work Motivation

That motive is an impulse of needs in employees that need to be fulfilled so that the employee can adjust to his environment, while motivation is a condition that

moves employees who are able to achieve the goals of their motives (Mangkunegara, 2015:93).

A factor that encourages a person to do a certain activity, therefore motivation is often interpreted as a driving factor for a person's behavior, (Sutrisno, 2016:109).

Motivation is a set of attitudes and values that influence individuals to achieve specific things according to individual goals. These attitudes and values are an *invisible* that provides the power to encourage individuals to behave in achieving goals (Zainal, et al., 2015:607).

Factors that affect work motivation

Motivation as a psychological process in a person will be influenced by several factors. Factors can be distinguished from internal and external factors that come from employees, according to Sutrisno (2014: 116-120), namely:

1. Internal factors that can affect a person's motivation include:

a. The desire to be able to live

The desire to be able to live is the need of every human being who lives on this earth, the desire to live, for example: eating, drinking. Therefore, to be able to sustain this life, people want to do anything, whether the work is good or bad, whether it is halal or haram, and so on.

b. The desire to be able to have

The desire or desire to be able to judge something will encourage a person to want to do work to achieve the goal well.

c. Desire to be able to obtain awards

One of the reasons someone wants to work is because they want to be recognized and respected by others. To obtain a higher social status, a person will be willing to spend his money, and the money he spends is the result of his hard work.

d. Desire to obtain recognition

The desire to obtain recognition after doing work, for example, is by appreciating the achievements that have been achieved, the existence of harmonious and compact working relationships, fair leadership and wise, and the company where they work is valued by the community.

e. The desire to be in power

The desire to be in power will drive to work. For example, the desire to become a leader in a company or organization.

2. External Factors

a. Working environment conditions

The environment is the entire work facilities and infrastructure that exist around employees who are doing work that can affect the implementation of work. This work environment includes: Workplace, facilities, work aids, cleanliness, tranquility, and relationships with colleagues.

b. Adequate compensation

Compensation is the main source of income for employees to support themselves and their families. Compensation is the most powerful motivational tool for companies to encourage employees to work well.

c. Good supervision

The function of supervision in a job is to provide direction, guide the work of employees, so that they can carry out work well without making mistakes.

d. Job security

With job guarantees such as career security, old-age insurance, health insurance and others, every employee will work well, because employees will feel secure in their future.

e. Status and responsibilities

Status or position in a certain position is the employee's dream at work. They do not only expect compensation, but at some point they also hope to get the opportunity to occupy a position in a company. By occupying a position, people feel that they will be trusted, given great responsibility and authority to carry out activities.

f. Flexible regulation

For large companies, usually there are systems and work procedures that must be followed by all employees. All regulations are rules of the game that govern the working relationship between employees and the company, including employee rights and obligations, compensation, promotion, and mutation.

Work Motivation Theories

Every organization must have a theory of motivation, the organization must be able to know the needs that can satisfy and encourage a person's work morale. To achieve the effectiveness of motivation, motivation theories from experts are needed as support, namely:

1. Hierarchy of Needs Theory (Maslow)

A very famous theory of motivation is the theory of needs put forward by Abraham Maslow. According to Maslow, each human being itself consists of five needs, namely:



Figure 1.

Source: Maslow's Hierarchy of Needs Theory (Zainal, et al., 2015: 609)

The figure above explains that the sequence and set of a person's needs always follows the flow explained by Maslow's theory. The higher a person's needs, the fewer the number and quantity of humans who have the criteria for their needs. The various needs as shown in the picture above are:

a. Physiological Needs

That is a person's need to eat, drink, protect physically, and be free from illness. To meet these needs, individuals need to earn enough income, have

enough healthy food and drink, work in a pleasant environment and always want to be healthy.

b. Sense of security

That is the need to be free from threats, such as security from physically and non-physically dangerous activities. To meet these needs, individuals need to have a steadily increasing income, have health insurance, and work in an environment that is free from danger.

c. Social ownership

That is the need to be friendly, affiliated, interact, love and be loved. To meet these needs, individuals need to be accepted by friends personally or professionally, work in a group, and have a supportive *supervisor*.

d. Self-esteem

That is the need for self-esteem and appreciation from others. To meet these needs, individuals need to win performance awards, obtain higher promotions, and be honored for their achievements.

e. Self-actualization

That is the need for oneself to fully use its abilities, skills and potential. To meet these needs, individuals must start a new business, develop and mentor others, use business skills to donate to abandoned children, help people affected by natural disasters and others.

Job Satisfaction

Job satisfaction is something individual. Each individual has different levels of satisfaction according to the value system that applies to him (Zainal, et al. 2015:620).

Job satisfaction is one of the most important factors to get optimal work results. When a person feels satisfaction in work, he will try his best with all his abilities to complete his work tasks. (Mila Badriyah, S.E., M.M. 2015:227).

Dimensions of Job Satisfaction Indicators

The benchmark for job satisfaction levels is certainly different, because each individual employee has different satisfaction standards between employees and other employees. According to Zainal, et al. (2015: 623) factors that can be used to measure an employee's job satisfaction are:

- a. Job content, the appearance of actual employee duties and as a control over work.
- b. Supervision.
- c. Organization and management.
- d. Opportunity to advance.
- e. Salaries and other benefits in the financial field such as incentives.
- f. Co workers.
- g. Working conditions.

METHODS

The research method used in this study is quantitative. Where the variable was measured by the likert scale by taking 35 respondents from the existing population as respondents to the research/census method. Data analysis namely:

Validity test, Reality test, Classical assumptions (Absolutelinearity, heteroscedasticity, normality and autocorrelation test), SPSS Regression Analysis version 20 and Hypothesis Test used, namely t Test & F Test.

RESULTS AND DISCUSSION

Descriptive Analysis of Respondents

Table 2.
Characteristics Responden

Data Responden		Sum	Percenta ge
Gender	Man	33	94.29%
	Woman	2	5.71%
Age Range	18-26 Years	12	34.29%
	26-35 Years	15	42.86%
	35-50 Years	7	20%
	> 50 Years	1	2.85%
Educatio n	SD	-	-
	SMP	4	11.43%
	High School/Vo cational School	31	88.57%

Source: Primary data processed, 2020.

Based on table 2. It can be seen that the majority of respondents as many as 94.29% are male, amounting to 33 people, while the rest are female respondents totaling 2 people or 5.71%.

The characteristics of respondents based on age range can be seen that the majority of respondents who have an age range of around 18 to 26 years old are 34.29% or 12 people, who have an age range of about 26-35 as many as 42.86% or 15 people, an age range of around 35-50 as many as 20% or 7 people, while the rest who have an age range over 50 are 2.85% or 1 person.

And the characteristics of respondents based on educational background are known to be 4 people or 11.43% of respondents have junior high school education background, 31 people or 88.57% of respondents have high school/vocational school background.

RESULT

The normality test is used to test whether in a regression model, the dependent variable and the independent variable or both have normal distribution data or not. A good regression model is a normal or near-normal distribution of data. Based on the data processing that has been carried out, the results of the normality test are shown in Figure 2. below:

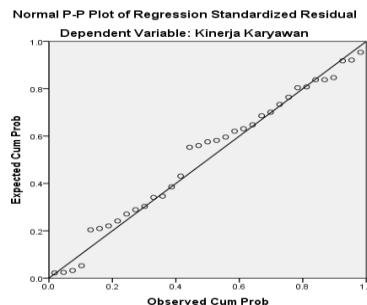


Figure 2.
Normal P-P Plot Regression Standardized Residual Dependent Variable: Employee Performance (Y)

From the P-P graph of the plot above, it can be seen that the data spreads around the diagonal line and follows the direction of the diagonal line, so it can be said that the data of this study has a normal distributed data distribution. With the normality of the data in this study, this research can be continued. To confirm the results of the normality test above, the researcher conducted the *Kolmogorov-Smirnov* test with the following results:

Table 3.
Results of the One-Sample Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		35
Normal Parameters ^{a,b}	Mean	0E-7
	Std. Deviation	1.28973725
	Absolute	.127
Most Extreme Differences	Positive	.070
	Negative	-.127
Kolmogorov-Smirnov Z		.751
Asymp. Sig. (2-tailed)		.626

a. Test distribution is Normal.

b. Calculated from data.

Source: Primary data processed, 2020

Based on the results of the *Kolmogorov-Smirnov test* above, it can be seen that the Asymp.Sig value has a value of 0.626 or greater than 0.01. This shows that the data in this study is distributed normally and the regression model is suitable to be used to predict the dependent variable, namely employee performance (Y) based

on the input of independent variables, namely organizational culture (X1), motivation (X2), job satisfaction (X3), so the research data is suitable for use as research.

Results of Hypothesis Test (Partial t-Test) Influence Culture Organization Against Employee Performance

**Table 4.
Organizational Culture Variable Hypothesis Test (X1)**

Model	Unstandardized Coefficients		Standardized Coefficients Beta	T	Mr.
	B	Std. Error			
1. (Constant) Organizational Culture	39.327	9.876		3.982	.000
	.112	.226	.086	.495	.624

Dependent Variable: Employee Performance Source: Primary data processed, 2020

In table 3. shows that $\alpha = 39.327$ and the regression coefficient $\beta = 0.112$, then the linear regression equation $Y = 39.327$

+ $0.112X1$. The value of the regression coefficient of Organizational Culture is 0.112,

It identifies that every 1% increase in Organizational Culture will be able to increase Employee Performance by 0.112. Based on table 4. It shows that the calculated t-value is 0.495 and the significance value is 0.624, the hypothesis testing on the organizational culture variable on employee performance is formulated to,

$H_0: \beta y_1 = 0$: There is no influence of organizational culture on employee performance at PT. Prima Karya Sukses- Tangerang.

$H_1: \beta y_1 \neq 0$: There is an influence of organizational culture on employee performance at PT. Prima Karya Sukses-Tangerang.

Test criteria:

If $-t_{table} < t_{counts} < t_{table}$, then H_0 is accepted.

If $-t_{counts} < -t_{table}$ or $t_{counts} > t_{table}$, then H_0 is rejected

Decision-making based on significance: If the significance < 0.01 then

H_0 is rejected. If the significance > 0.01 , then H_0 is accepted

The Organizational Culture variable (X1) has a tcal value of 0.495, while the ttable is obtained as 2.744 ($0.01/2 = 0.005$ 2-sided test, $df = n-k$ ($35-4 = 31$)). The sig output is known to be 0.624 because the tcount (0.495) $>$ ttable (2.744), as well as the sig output (0.624) $<$ sig a (0.01), then the conclusion is that H_0 is accepted and

Ha1 is rejected. This means that organizational culture does not have a significant effect on employee performance.

Table 5.
Determination Coefficient of Organizational Culture Variables (X1)
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	1	.086a	.007	-
.023		4.00633						

a. Predictors: (Constant), Budaya Organisasi
b. Dependent Variable: Kinerja Karyawan

Source: Primary data processed, 2020

Based on table 5. showing a determination coefficient (R²) value of 0.007 or equal to 0.7% (0.007x100%). The coefficient of determination (R²) is 0.007, which means that the variation of the independent variable of Organizational Culture (X1), is able to explain 0.7% of the variation of the dependent variable, namely Employee Performance (Y), while the remaining 99.3% is explained by other variables.

The Effect of Motivation on Employee Performance

Table 6.
Motivation Variable Hypothesis Test (X2)

Model	Unstand ardized Coeffici ents		Standar dized Coeffici ents	T	Mr.
	B	St d. Err or			
1. (Cons tant) Motiv asi	8.394	3.900		2.152	.039
	.803	.087	.849	9.220	.000

Dependent Variable: Employee Performance
Source:
Primary data processed, 2020

In table 6. shows that $\alpha = 8.394$ and the regression coefficient $\beta = 0.803$, then the linear regression equation $Y = 8.394 + 0.803X1$. The value of the regression coefficient of Motivation is 0.803, this identifies that every 1% increase in Motivation will be able to increase Employee Performance by 0.803. Based on table 6. showing that the calculated t value is 9.220 and the significance value is 0.000, hypothesis testing on the motivation variable on employee performance is formulated as,

$H_0: \beta y_1 = 0$: There is no influence of motivation on employee performance at PT. Prima Karya Sukses-Tangerang.

$H_a: \beta y_1 \neq 0$: There is an influence of motivation on employee performance at PT. Prima Karya Sukses-Tangerang.

Test criteria:

If $-t_{table} < t_{counts} < t_{table}$, then H_0 is accepted.

If $-t_{counts} < -t_{table}$ or $t_{counts} > t_{table}$, then H_0 is rejected

Decision-making based on significance: If the significance < 0.01 then

H_0 is rejected. If the significance > 0.01 , then H_0 is accepted

The Motivation variable (X_2) has a tcal value of 9,220, while the ttable is obtained as 2,744 ($0.01/2 = 0.005$ 2-sided test, $df = n-k$ ($35-4$) = 31). The output sig is known to be 0.000 because the tcount (9,220) $>$ ttable (2,744), as well as the output sig (0.000) $<$ sig a (0.01), then the conclusion is that H_0 is rejected and H_1 is accepted. This means that motivation has a positive and significant effect on employee performance.

Table 7.
Determination Coefficient of Motivation Variable (X_2)
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.849a	.720	.712	2.12639

a. Predictors: (Constant), Motivasi
b. Dependent Variable: Employee Performance

Source: Primary data processed, 2020

Based on table 7. Showing a determination coefficient (R^2) value of 0.720 or equal to 72% ($0.720 \times 100\%$). The determination coefficient (R^2) of 0.720, which means that the variation of the independent variable Motivation (X_2), is able to explain 72% of the variation of the dependent variable, namely Employee Performance (Y), while the remaining 28% is explained by other variables.

The Effect of Job Satisfaction on Employee Performance

Table 8.
Job Satisfaction Variable Hypothesis Test

Test criteria:

If $-t_{table} < t_{counts} < t_{table}$, then H_0 is accepted.

If $-t_{counts} < -t_{table}$ or $t_{counts} > t_{table}$, then H_0 is rejected

Decision-making based on significance: If the significance < 0.01 then

H_0 is rejected. If the significance > 0.01 , then H_0 is accepted

The Job Satisfaction variable (X_3) has a calculated value of 12,862, while the ttable is obtained as 2,744 ($0.01/2 = 0.005$ 2-sided test, $df = n-k$ ($35-4$) = 31). Known output sig

by 0.000 because tcount (12,862) $>$ ttable (2,744), as well as sig output (0.000) $<$ sig a (0.01), then the conclusion is that H_0 is rejected and H_1 is accepted.

This means that job satisfaction has a positive and significant effect on employee performance

Table 9.
Coefficient of Determination of Job Satisfaction Variable (X3)
Model Summary^b

Model	Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.	Type	R	R Square
	B	Std. Error					Adjusted R	
1. (Constant) Kepuasan Kerja	-1.684	3.58		-.471	.641			
	1.102	.086	.913	12.862	.000			
Std. Error of the Estimate						1	.849a	.720
						.712		.212639

Dependent Variable: Employee Performance Source:
Primary data processed, 2020

In table 8. shows that $\alpha = -1.684$ and the regression coefficient $\beta = 1.102$, then the linear regression equation $Y = -1.684$

+ 1.102X1. The value of the regression coefficient of Job Satisfaction is 1,102, this identifies that every 1% increase in Motivation will be able to increase Employee Performance by 1,102. Based on table 8. showing that the calculated t value was 12.862 and the significance value was 0.000, the hypothesis testing on the variable of job satisfaction on employee performance was formulated as,

$H_0: \beta y_1 = 0$: There is no effect of job satisfaction on employee performance at PT. Prima Karya Sukses- Tangerang.

$H_a: \beta y_1 \neq 0$: There is an effect of job satisfaction on employee performance at PT. Prima Karya Sukses-Tangerang.

a. Predictors: (Constant), Job Satisfaction

b. Dependent Variable: Employee Performance

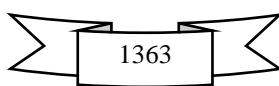
Source: Primary data processed, 2020

Based on table 9. showed a determination coefficient (R2) value of 0.834 or equal to 83.4% (0.834x100%). The coefficient of determination (R2) is 0.834, which means that the variation of the independent variable Job Satisfaction (X3), is able to explain 83.4% of the variation of the dependent variable, namely Employee Performance (Y), while the remaining 16.6% is explained by other variables.

Test Results F (Simultaneous Test)

Simultaneous hypothesis testing aims to measure the magnitude of the influence of independent variables together on dependent variables. The results of the hypothesis can be seen in table 10.

Table 10.



Test Results F (Simultaneous Test)

ANOVAa

Determination Coefficient (R2) Results

Coefficient Determination (R2) at Point
measure how much a culturally independent variable
is capable of

Model	Sum of Squares	Df	Mean Square	F	Sig.
1.					
Regression	477.044	3	159.015	87.160	.000 ^b
Residual	56.556	31	1.824		
Total	533.600	34			

a. Dependent Variable: Kinerja Karyawan

b. Predictors: (Constant), Kepuasan Kerja, Budaya Organisasi, Motivasi

Source: Primary data processed, 2020

organization (X1), motivation (X2), job satisfaction (X3), in Explain the variation of employee performance dependent variables (Y) as a whole. In this study, there are two or more variables of 3 independent variables, so *Adjusted R Square is used*. The value of the determination coefficient is between zero and one. The value of the determination coefficient can be seen in table 10. below.

The hypotheses in this study are:

Ho4: Organizational Culture (X1), Motivation (X2), Job Satisfaction (X3) simultaneously have no effect on the Employee Performance variable (Y).
Ha4: Organizational Culture (X1), Motivation (X2), Job Satisfaction (X3) simultaneously affect the Employee Performance variable (Y).

Test criteria:

- If F Counts < F Table then Ho is accepted
- If F counts > F table then Ho is rejected

Decision making based on the level of significance:

- If the significance < 0.01 then Ho is rejected
- If the significance > 0.01 then Ho is accepted

From the output results (Test F) in table 10. are as follows:

- F calculation is obtained from an output of 87,160 F table is obtained as 4.51 (sig 0.01, df1= number of variables-1 (4-1)=3, and df2= n-k-1(35-4-1)=30, where "k" in df1 is the number of variables, and "k" in df 2 is the number of independent variables, and "n" is the sum of data. Because Fcalung > Ftabel (87,160 > 4.51), the conclusion is that Ho is rejected and Ha is accepted.
- The sig output is known to be 0.000 because the sig output (0.000) < sig a (0.01), so the conclusion is that Ho is rejected and Ha is accepted. From the above interpretation, the results of the F test in this study show that the conclusion obtained is that Ho is rejected and Ha is accepted, which means that Organizational Culture (X1), Motivation (X2), Job Satisfaction (X3) simultaneously affect the Employee Performance variable (Y).

Table 11.
Determination Coefficient (R2) Results

Model Summary					
Type	R	R Square	Adjusted R Square	Std. Error of the	
1	.946	.894	.884	1.3507	
a				0	

a.Predictors:(Constant)Job Satisfaction, Organizational Culture, Motivation

Source: Primary data processed, 2020

From table 11, it can be seen that the output display of SPSS version 20 Model Summary is the magnitude of AdjustedR Square is 0.884. This means 88.4% variation in employee performance variables (Y) which can be explained by independent variables, namely organizational culture (X1), motivation (X2), and job satisfaction (X3). While the rest (100% - 88.4% = 11.6%) were explained by other causes outside the model that were not studied in this study.

Uji Hipotesis

A summary of the results of the hypothesis test in this study can be seen in table 12. as follows:

Rangkuman Hasil Uji Hipotesis						
No	Hipotesis	F hitung	t hitung	Sig	Keterangan	
1	$H_01: \beta_1: \beta_2: \beta_3 = 0$ Ha ₁ : $\beta_1: \beta_2: \beta_3 \neq 0$	87,160	-	0,000	F hitung > F tabel Sig < α H ₀₁ ditolak; berpengaruh signifikan	
2	$H_02: \beta_1 = 0$ Ha ₂ : $\beta_1 \neq 0$		0,495	0,401	hitung < t tabel Sig > α H ₀₂ diterima; tidak berpengaruh signifikan	
3	$H_03: \beta_2 = 0$ Ha ₃ : $\beta_2 \neq 0$		9,220	0,000	thitung > t tabel Sig < α H ₀₃ ditolak; berpengaruh signifikan	
4	$H_04: \beta_3 = 0$ Ha ₄ : $\beta_3 \neq 0$		12,862	0,000	thitung < t tabel Sig < α H ₀₄ ditolak; berpengaruh signifikan	

Diketahui:
Alpha (α) : 0,01
F tabel : 4,51
t tabel : 2,744

CONCLUSION

Based on the results of research that has been presented on the influence of Organizational Culture, Motivation and Job Satisfaction on Employee Performance of PT. Prima Karya Sukses Tangerang, then the following conclusions can be drawn:

1. Based on the t test (partial test) there is no influence and insignificance between organizational culture on the performance of employees of PT. Prima Karya Sukses Tangerang means that if the organizational culture is bad, it will reduce employee performance. The results of this study also show that organizational culture has the lowest mean value of 4.23, namely in the item of the boss's statement encouraging employees to increase creativity so that difficult work can be completed in accordance with company standards. Which means that the boss does not encourage employees to increase creativity and innovate. The interception/coefficient B value is positive.
2. Based on the t-test (partial test) there is an influence and significance between motivation and performance of employees of PT. Prima Karya Sukses Tangerang. The intercept value/coefficient B is positive.
3. Based on the t test (partial test) there is an influence and significance between job satisfaction and employee performance of PT. Prima Karya Sukses Tangerang. The interception/coefficient B value is positive.
4. Based on the F test (simultaneous test) there is an influence and significant between organizational culture, motivation, and job satisfaction on the performance of employees of PT. Prima Karya Sukses Tangerang.

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