Employee satisfaction and performance based on organizational culture, work motivation, and compensation

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Abstract

This study tries to investigate the relationship between organizational culture, work motivation, and compensation for job satisfaction and employee performance at PT. Surya Hutani Jaya (Muara Kaman, Indonesia). This company as a company that manages industrial park forest (HTI) which operationally produces forest wood cost in three ways, namely seeding, planting, and harvesting. The relationship between company management and its employees is very important when individuals work to make a major contribution to the progress of the company's vision and mission. The study used a survey approach that was obtained directly through a questionnaire distributed to respondents (in this case employees) at PT. Surya Hutani Jaya. With a purposive sampling technique, a sample size of 100 was determined. We processed the data using the SEM-PLS model through SmartPLS 3.0. Empirical findings prove that organizational culture and compensation have a positive and significant effect on job satisfaction, while work motivation has a negative and insignificant effect on job satisfaction. From the second model, work motivation and compensation have a positive and significant effect on employee performance. On the other hand, organizational culture and job satisfaction have a positive and insignificant effect on employee performance. The value of the originality of this study lies in the novelty of studies that have never been done before with objects, samples, use of variables, and the similarity of analysis results.

Keywords: Organizational culture; Work motivation; Compensation; Job satisfaction; Employee performance.
JEL codes: M14; J28; J38; J54

1. Introduction

Surya Hutani Jaya, located in Muara Kaman (East Kalimantan, Indonesia), is a national company engaged in the development of industrial forest plantations (HTI). In its operational activities, this company manages HTI by producing it in three ways, namely seeding, planting, and harvesting. The phenomenon that occurred during 2017 had an increasing total production. However, in 2019 it decreased from the previous year to reach 936,877 wood cost. This indicates that the results achieved by employees have decreased because they have not been able to achieve wood cost production in the last 2 years. Employees still feel less enthusiastic due to dissatisfaction at work.

To achieve the success and survival of the company, it really depends on the quality of performance or the results achieved by employees. They are required to be able to complete their duties and responsibilities effectively and efficiently. Employee success can be measured through perceived job satisfaction, reduced number of complaints, and achievement of set optimal targets. Increased job satisfaction can affect employee performance and this is expected by the company. The more employees who have high performance, it means they feel satisfied and happy at work so that it can

increase the overall productivity of the company (Pusriadi & Darma, 2020; Zainurossalamia et al., 2020).

This is consistent with an empirical study from Hanafi & Yohana (2017) which proves that job satisfaction has a positive and significant effect on employee performance. Then, Mauludin (2018) explains the same thing that job satisfaction has a positive effect on employee performance. This can provide an understanding that job satisfaction felt by employees can encourage employee performance improvement.

Increasing employee performance will have an impact on the progress of the company. Therefore, various efforts to improve employee performance are a challenge for company management in regulating and managing human resources so that they are skilled and qualified so that the amount of production per HTI can increase.

In order to improve employee performance to encourage job satisfaction, there are determining factors, namely organizational culture. Organizational culture is a reflection of the values or standards that have been set jointly by the company (for leaders and individual employees). Organizational culture greatly affects individual employees at work, because it can increase or decrease job satisfaction and employee performance. An organizational culture that tends to be low and too binding, can reduce employee satisfaction, which implies their low performance. In addition, a factor that is also important in encouraging employee satisfaction and performance is work motivation (Wijayanti et al., 2020).

Motivation is the provision of the driving force that creates the excitement of a person's work so that they are willing to work together, work effectively, and are integrated with all efforts to achieve satisfaction. This is very important because with whatever the employees expect, it can be achieved with the motivation to work (Sutrisno, 2014).

High motivation to work for individual employees can lead to willingness or pleasure which, if the motivation is stronger, it can encourage employee job satisfaction. This is of course highly expected because the job satisfaction felt by employees is high, it can improve employee performance so that the amount of wood cost production will also increase. However, on the other hand, if employee motivation is low, they tend to be lazy to work, which results in a decrease in work productivity (Darma et al., 2020; Purwadi et al., 2020; Maria et al., 2020).

Accordingly, several empirical studies also explain the relationship of job motivation and job satisfaction. Novianti (2015) and Wangsa (2016) prove that work motivation has a significant effect on job satisfaction. On the other hand, Kadir & Amalia (2017) revealed that work motivation has no effect on job satisfaction.

Apart from working motivation to encourage satisfaction and improve employee performance is very important for this company, another important factor is compensation. Compensation as a form of compensation for services provided to the company. Compensation as an element that can affect job satisfaction. Job satisfaction will encourage them to perform better, resulting in higher economic and psychological rewards. If the benefits are deemed appropriate and fair, there will be continuous satisfaction, because employees feel that they are receiving rewards according to their performance. Conversely, if the rewards are deemed incompatible with a person's level of achievement, uncertainty tends to arise (Hasibuan, 2017).

In accordance with the study of Abadiyah & Purwanto (2016), it is proven that compensation has a negative and insignificant effect on job satisfaction. On the other hand, Wangsa (2016) in his study presented that compensation has a positive and significant effect on job satisfaction.

Employees who are disciplined and providing appropriate work compensation are expected to improve performance. Increasing their overall performance will lead to a smooth work process, thus making it

easier to achieve the goals of the organization. In this section, we want to investigate the relationship between organizational culture, work motivation, and compensation to job satisfaction and employee performance at PT. Surya Hutani Jaya.

2. Related literature and hypotheses

Organizational behavior is a study that concerns aspects of human behavior in a particular group. Includes aspects arising from the influence of the organization on humans. Likewise, the aspects arising from human influence on the organization. The practical aim of this study is to determine how human behavior affects efforts to achieve organizational goals (Thoha, 2014; Andyanto et al., 2018).

In the ability theory developed by Vroom (1964) and Blumberg & Pringle (1982), motivation, opportunity (AMO), an interactive relationship that takes into account abilities and motivation, and explains performance with the following functions:

$$P = f (A \; x \; M)$$

The development of this new model which consists of opportunities can be combined on employee performance. The performance in question is a function of capacity to perform (including variables of age, knowledge, education level, and energy level), willingness to do (motivation variables, job satisfaction, personality, values, and expectations), opportunities to do (working condition variables, equipment , materials, leader behavior, procedures and time) and shows the three elements in performance, namely: opportunity, capacity, and will with the following interactive model assumptions:

$$P = f (O \; x \; C \; x \; W)$$

There are different definitions of job satisfaction and employee performance. Job satisfaction is considered an affective or emotional response to someone's job. Employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him (Mangkunegara, 2013; Fugate et al., 2012).

Performance is basically what employees do or don't do in carrying out their jobs. Performance is the level of success of an employee in completing his job (Mathis & Jackson, 2001; Priansa, 2014). Organizational culture is a system of sharing meaning by members that differentiate an organization from other organizations (Robbins & Judge, 2017).

Work motivation is the result of a collection of internal and external forces that cause workers to choose ways of acting accordingly and using certain behaviors. Motivation is a process that causes the intensity, direction, and continuous efforts of individuals towards achieving goals. Intensity shows how hard someone tries (Wibowo, 2013; Robbins, 1999; Widodo, 2016).

In addition, Bailey & Kurland (2002) stated that compensation is a form of payment in the form of benefits and incentives to motivate employees so that work productivity can increase. Compensation is also defined as all income in the form of money, direct or indirect goods received by employees in return for services provided to the company (Blustein, 2013; Schwartz & Zamboanga, 2008).
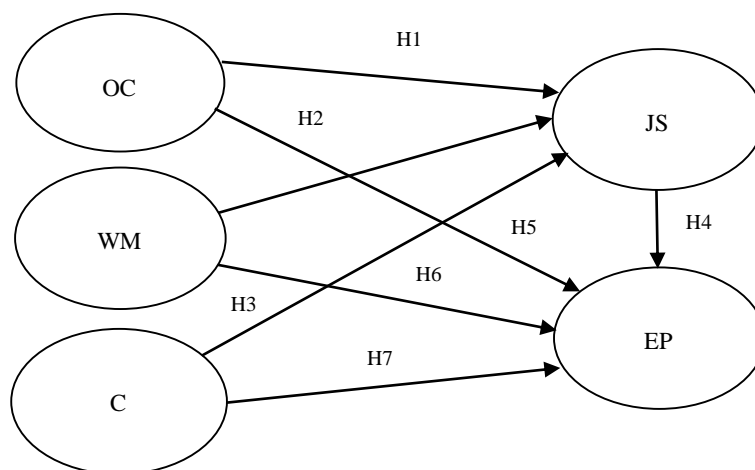
Figure 1: Conceptual model
Source: Adapted from Carpenter et al. (2015), Stun (1998), Lok & Crawford (2004), House (1971)

Based on current theoretical explanations and various previous empirical studies, we need to design a model and build hypotheses in this study. Hypotheses are intended to predict specifically with consideration of existing evidence and use reasoning to infer what will happen in the context of particular interest (Cutler, 2003; Zajonc & Sales, 1996; Turner & McCreery, 1996). The following is a provisional hypothesis or conjecture that we propose:

H1: Organizational culture has a positive and significant effect on job satisfaction.
H2: Work motivation has a positive and significant effect on job satisfaction.
H3: Compensation has a positive and significant effect on job satisfaction.
H4: Job satisfaction has a positive and significant effect on employee performance.
H5: Organizational culture has a positive and significant effect on employee performance.
H6: Work motivation has a positive and significant effect on employee performance.
H7: Compensation has a positive and significant effect on employee performance.

3. Method and scale

In this study, we used a survey method to hear direct opinions from respondents who had been conducted. Many empirical studies with surveys for the purpose of exploring the diversity of specific behaviors or cognitions in a given population have been semi-structured with semi-structured interviews with selected members of the population (Jansen, 2010; Given, 2008).

The techniques and measurements that we have designed, are needed to limit the variables and scales shown in Table 1. Of the 5 constructs used, it is divided into 20 question items, so that respondents can choose between a scale of 1 to 5.

Table 1: Explanation of variable sizes

Construct	Code	Questions (Indicators)	Scale
Organizational Culture	OC	7	
Work Motivation	WM	3	
Compensation	C	2	1 – 5
Job Satisfaction	JS	5	
Employee Performance	EP	3	

Noted: Strongly agree (5), Agree (4), Quite (3), Disagree (2), Strongly disagree (1)

The sample unit is selected based on the overall population of a particular object. The population is a generalization area consisting of objects and subjects that have certain characteristics that have been determined by the researcher (Sugiyono, 2017).

Thus, the population of this study is those who work at PT. Surya Hutani Jaya (Muara Kaman, Indonesia), totaling 178 employees, so that the sample determined was 100 respondents. The larger the sample from the population the better, but there is a minimum limit that must be taken in research, which is 30 samples (Binu et al., 2014; Cohen et al., 2007).

The study measurement model is carried out by describing the relationship between indicator blocks and their latent variables. There are three measurement criteria for assessing the outer model (convergent validity, discriminant validity, and composite reliability). In evaluating structural models with Partial Least Square and Structural Equation Modeling (PLS-SEM), several criteria are used to measure model predictions, namely the R-square, effect size, predictive relevance, and goodness of fit (Chin, 1998; Stone, 1974; Geisser, 1975, Cohen, 1998).

Furthermore, the role of the thumb in evaluating structural models is intended to test the level of significance. The amount of two-tailed must meet the statistical requirements, namely t-value> 1.96 or 5%, so that the hypothesis can be concluded as significant (Hair et al., 2011; Tenenhaus et al., 2005).

4. Resluts and discussions

The measurement model is used to determine the results of testing the validity and reliability of the instrument. The validity test was conducted to determine the ability of the research instrument or the results of the respondents' answers. Meanwhile, the reliability test is used to measure the consistency of measuring instruments from the results of respondents' answers in answering questionnaire statement items or research instruments (Latan et al., 2018). In addition, this measurement model is used to explain the relationship between latent variables and manifest variables or indicators as shown in Figure 2.
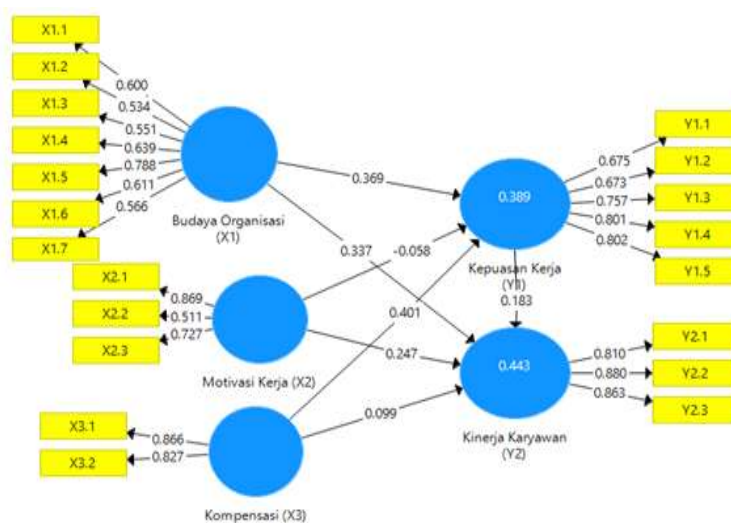

Figure 2: Measurement model with reflective indicators
Source: Author calculations

The results of the measurement model with reflective indicators are explained by the variance as a manifestation of the construct domain and the direction of the indicator from the variable to the indicator. The criteria that must be met in testing the measurement model are explained by assessing the validity test results of the loading factor value on the PLS. The following are the results of the convergent validity test using outer loading.

Table 2: Convergent validity test

Indicators	Construct	Loading Factor	Criteria
OC-1		0.600	Valid
OC-2		0.534	Valid
OC-3		0.551	Valid
OC-4		0.639	Valid
OC-5		0.788	Valid
OC-6		0.611	Valid
OC-7	OC	0.566	Valid
WM-1		0.869	Valid
WM-2		0.511	Valid
WM-3	WM	0.727	Valid
C-1		0.866	Valid
C-2	C	0.827	Valid
JS-1		0.675	Valid
JS-2		0.673	Valid
JS-3		0.757	Valid
JS-4		0.801	Valid
JS-5	JS	0.802	Valid
EP-1		0.810	Valid
EP-2		0.880	Valid
EP-3	EP	0.863	Valid

Source: Author calculations

Table 2 describes the acquisition of indicators used to measure each construct. It can be seen, all of them have a loading factor value of more than 0.50, so it can be concluded that all indicator items are valid to explain that no indicator has been omitted from this study.

Discriminant validity is done to ensure that every concept of each latent construct is different from other constructs. The way to test discriminant validity with a cross-loading factor achievement must be greater than 0.7. The following is an explanation of discriminant validity (see Table 3).

Table 3: Discriminant validity test

Indicators	OC	WM	C	JS	EP
OC-1	**0.600**	0.388	0.231	0.188	0.378
OC-2	**0.534**	0.291	0.233	0.109	0.423
OC-3	**0.551**	0.204	0.302	0.338	0.177
OC-4	**0.639**	0.314	0.189	0.319	0.416
OC-5	**0.788**	0.172	0.345	0.522	0.441
OC-6	**0.611**	0.346	0.202	0.150	0.427
OC-7	**0.566**	0.341	0.312	0.459	0.251
WM-1	0.493	**0.869**	0.288	0.182	0.471
WM-2	0.129	**0.511**	0.076	0.155	0.206
WM-3	0.274	**0.727**	0.323	0.203	0.301
C-1	0.348	0.318	**0.866**	0.416	0.457
C-2	0.366	0.251	**0.827**	0.498	0.246
JS-1	0.254	0.164	0.428	**0.675**	0.191
JS-2	0.315	0.119	0.348	**0.673**	0.316
JS-3	0.523	0.327	0.377	**0.757**	0.549
JS-4	0.408	0.166	0.491	**0.801**	0.316
JS-5	0.316	0.073	0.352	**0.802**	0.269
EP-1	0.460	0.376	0.414	0.442	**0.810**
EP-2	0.512	0.429	0.274	0.350	**0.880**
EP-3	0.521	0.419	0.389	0.405	**0.863**

Source: Author calculations

The results of the discriminant validity test of each indicator in the construct have a cross-loading value that is greater than the minimum requirement. This explains that each construct has a high discriminant validity because the indicators in the constructing block are better.

Then, we need to talk about reliability tests to prove accuracy. consistency. and the accuracy of the instrument in measuring constructs. In PLS-SEM, the measure of the reliability of a construct with reflexive indicators is done using Cronbach's alpha and Composite reliability (Ghozali & Latan, 2015).

Table 4: Reliability test

Construct	Croncbanch's alpha	Composite realibility	AVE
OC	0.728	0.810	0.582
WM	0.799	0.860	0.553
C	0.810	0.888	0.725
JS	0.606	0.835	0.717
EP	0.519	0.750	0.513

Source: Author calculations

According to Table 4, it explains that the CA calculation is greater than 0.6 and CR is greater than 0.7. This indicates that exploratory research with the instruments used to measure the constructs is realistic.

A structural model or internal measurement is a model that connects latent variables. The following is the inner model shown in Figure 3. The relationship between latent variables by displaying the t-count and path coefficients needs to be explained in depth. Several criteria in structural model testing are required to fulfill this study.
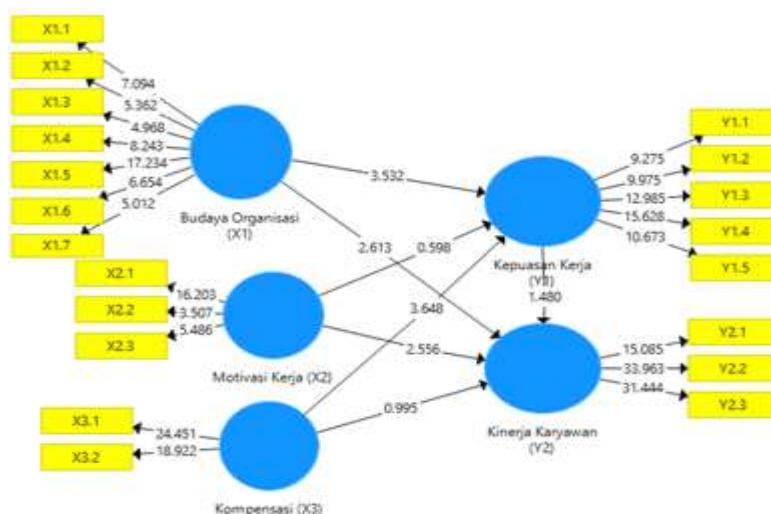

Figure 3: Structural model diagram
Source: Author calculations

Based on Table 5, the R^2 value for the JS construct is 38.9%, while that of EP reaches 44.3%. This finding shows that JS is influenced by OC, WM, and C at 38.9% and the remaining 61.1% is influenced by other variables outside the model. On the other hand, the achievement of the EP construct explained by OC, WM, C, and JS was 44.3% and as much as 55.7% was influenced by other variables. It can be concluded that the two constructs are moderate.

Table 5: Test the coefficient of determination

Construct	R Square	R Square Adjusted
JS	0.389	0.370
EP	0.443	0.420

Source: Author calculations

The effect of construct C on JS of 0.210 is the most dominant effect among other constructs. Meanwhile, OC is in fact the highest construct against EP, reaching 0.125 (see Table 6).

Table 6: Effect size test

Construct	JS	EP
OC	0.158	0.125
WM	0.004	0.011
C	0.210	0.084
JS	-	0.037
EP	-	-

Source: Author calculations

The value of Q^2 is useful for validating the ability to predict which model is most suitable for endogenous constructs that have reflective indicators. To test the predictive relevance value in the blindfolding calculation results, it can be explained by constructing cross-validated redundancy.

Table 7: Predictive relevance test

Construct	JS	EP	$Q^2 = (1\text{-SSE/SSO})$
OC	700.000	700.000	-
WM	300.000	300.000	-
C	200.000	200.000	-
JS	500.000	403.305	0.193
EP	300.000	213.661	0.288

Source: Author calculations

Referring to Table 7, it is obtained that the endogenous construct has a value of $Q^2 > 0$ which indicates that the model is accurate to the construct as a predictive model. This construct has a higher Q^2 achievement than the PLS-SEM provisions.

Table 8: Communality index value

Construct	Communality Index	Average
OC	0.153	
WM	0.097	
C	0.164	0.234
JS	0.318	
EP	0.438	

Source: Author calculations

The goodness of fit (GoF) is used to test the feasibility of a validation of the model as a whole (inner model and outer model). The GoF value is measured by the average communality index and the average R-square because to find the value of the communality of each construct. It can be seen from the measurement of the model with the blindfolding technique that is determined from Table 8.

Table 9: Hypothesis testing results

Relationship	Path Coefficient	T-value	T-table	P-values	Criteria
OC -> JS	0.369	3.532		0.000	H1 (accepted)
WM -> JS	-0.058	0.598		0.550	H2 (rejected)
C -> JS	0.401	3.648	1.96	0.000	H3 (accepted)
OC -> EP	0.183	1.480		0.139	H4 (rejected)
WM -> EP	0.337	2.613		0.009	H5 (accepted)
C -> EP	0.247	2.556		0.011	H6 (accepted)
JS -> EP	0.099	0.995		0.320	H7 (rejected)

Source: Author calculations

Hypothesis testing in this study is by comparing t-count and p-values. The hypothesis can be said to be accepted based on the requirements of the PLS-SEM. Table 9 illustrates hypothesis testing through the respective construct criteria.

Organizational culture with a path coefficient of 0.369 and a significance of 0.000 is proven to have a positive and significant effect on job satisfaction. This means that the better the organizational culture applied by company management which includes innovation and risk-return. Indicators that include attention to detail, result orientation, human orientation, team orientation, aggressiveness, and stability are able to drive employee satisfaction while working, which includes the work itself. The most powerful and important factor in increasing job satisfaction through organizational culture starts from team orientation because the loading value is the highest (0.788). This indicates that the team orientation factor quickly encourages increased job satisfaction felt by employees of PT. Surya Hutani Jaya.

Work motivation with a path coefficient of -0.058 and a significance of 0.550 is proven to have a negative and insignificant effect on job satisfaction. This finding means that the higher the work motivation which includes the need for achievement, the need for power, and the need for affiliation, the lower and the inability to have a significant impact on increasing job satisfaction. The most powerful and important factor in increasing job satisfaction through work motivation starts from the need for achievement because the loading value is the highest (0.887). This indicates that the factor of the need for achievement can increase the job satisfaction felt by employees of PT. Surya Hutani Kaya.

Compensation with a path coefficient of 0.401 and a significance of 0.000 proved to have a positive and significant effect on job satisfaction. This finding means that if the compensation is high (directly and indirectly) it can encourage the satisfaction felt by employees while working. The most powerful and important factor in increasing job satisfaction through compensation is direct compensation with the highest loading value (0.866). These findings indicate that the direct compensation factor can increase the job satisfaction felt by employees of PT. Surya Hutani Jaya.

Organizational culture with a path coefficient of 0.183 and a significance of 0.139 proved to have a positive and insignificant effect on employee performance. This means that the better the organizational culture that is implemented by the management of the company (innovation and risk-return, attention to detail, results in orientation, human orientation, team orientation, aggressiveness, and stability) is able to encourage the creation of increased employee performance as well. The most important factor in improving employee performance through organizational culture starts from quantity because the loading value reaches 0.880. Employee performance can be started in terms of the quantity of work where the amount of work completed by employees in the most effective and efficient time as possible in accordance with the targets applied by company management, so it can strengthen the company's organizational culture.

Work motivation with a path coefficient of 0.337 and a significance of 0.009 is proven to have a positive and significant effect on employee performance. This indicates that the higher an individual employee who is motivated at work, the more it will increase or encourage performance. These findings indicate that work motivation factors can directly improve the performance of employees of PT. Surya Hutani Jaya.

Compensation with a path coefficient of 0.247 and a significance of 0.011 is proven to have a positive and significant effect on employee performance. This phenomenon explains that if the compensation provided by company management is high, it can encourage the performance level of PT. Surya Hutani Jaya.

Job satisfaction with a path coefficient of 0.099 and a significance of 0.320 is proven to have a positive and insignificant effect on employee performance. This means that if the higher employee job satisfaction, it is not necessarily able to improve employee performance while working. The most important factor in employee performance is the supervision factor because the loading value reaches 0.801. These findings indicate that the supervisory factor will encourage the creation of employee performance at PT. Surya Hutani Jaya, although only temporarily.

In the first model, motivation actually has a negative and insignificant effect on job satisfaction. Meanwhile, from the second model, it is revealed that organizational culture and job satisfaction have a positive, but not significant, the effect on employee performance. There is a difference between the empirical results and the previously proposed hypothesis, so this study also has differences with several previous studies conducted by Daryanto et al. (2015), Narottama et al. 2015, Wibawa (2018), Hackman & Oldham (1975).

5. Conclusions

Referring to empirical findings, the first model proves that organizational culture and compensation have a positive and significant effect on job satisfaction, while work motivation has a negative and insignificant effect on job satisfaction. Then, the second model shows that work motivation and compensation have a positive and significant effect on employee performance. On the other hand, organizational culture and job satisfaction have a positive and insignificant effect on the performance of the employees of PT. Surya Hutani Jaya. Overall, only hypotheses 1, 3, 5, and 6 can be accepted, while all three hypotheses (2, 4, and 7) have been rejected.

Increasing organizational development demands companies to continue implementing organizational culture on an ongoing basis in accordance with the predetermined vision and mission. A better organizational culture will lead to work enthusiasm or motivation for employees, so as to be able to improve their performance for the better

The limitation in this article lies in one object only. This is very necessary to expand information about the variables and samples used. For future studies, it is appropriate to consider these components, so as to support job satisfaction and increase employee performance.

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