

## **Analysis of the Influence of Organizational Culture and Transformational Leadership on Employee Performance with Job Satisfaction as an Intervening Variable in PT Hutama Karya Infrastruktur Seksi Padang Sicincin**

<sup>1</sup>Defi Adrian, <sup>2</sup>M. Isa Indrawan, <sup>3</sup>Mesra B.

<sup>1,2,3</sup>Master of Management Study Program, Universitas Pembangunan Panca Budi Medan, Indonesia  
(email: sabianhr@gmail.com)

### **Abstract**

This research aims to determine the Influence of Organizational Culture and Transformational Leadership on Employee Performance with Job Satisfaction as an Intervening Variable at PT Hutama Karya Infrastruktur Padang Sicincin. The research approach used in this study is quantitative. The population in this study is all employees of PT HKI Padang Siring Section which amounts to 54 people. This study conducted a sampling technique by *Non Probability Sampling*, namely by using census sampling or saturated sampling because the entire population is as many as 54 employees / respondents. The data collection used is to use personal questionnaires. The data analysis technique used in this study is a *path analysis* technique using *smart PLS software*. The results showed that Perception Organizational Culture had a positive and significant effect on Employee Performance at PT HKI Padang Sicincin. Transformational Leadership has a positive and significant effect on Employee Performance at PT HKI Padang Sicincin Section. Perception Organizational Culture has a positive and significant effect on Job Satisfaction at PT HKI Padang Sicincin Section. Transformational Leadership has a positive and significant effect on Job Satisfaction at PT HKI Padang Sicincin. Job Satisfaction has a positive and significant effect on Employee Performance at PT HKI Padang Sicincin. Perception Organizational Culture has a positive and significant effect on Employee Performance through Job Satisfaction at PT HKI Padang Sicincin. Transformational Leadership has a positive and significant effect on Employee Performance through Job Satisfaction at PT HKI Padang Sicincin.

### **Keywords:**

Organizational Culture, Transformational Leadership, Employee Performance, Job Satisfaction



**Licence**  
Creative Commons Attribution-ShareAlike 4.0 International License.

## **Introduction**

In an effort to achieve the vision of PT HKI as a Leading Integrated Construction Company in Indonesia, of course, PT HKI must be more responsive in order to continue to survive and continue to grow. One of the factors that greatly affect the success of an organization is human resources. (Gemarifannoor, Hairudinor, & Arifin, 2018) states that humans always play an active role in determining plans, systems, processes, goals to be achieved by the company. The potential of human resources is essentially one of the capitals in a company's operational system, and plays an important role in achieving company goals. Therefore, companies need to manage human resources as well as possible.

In carrying out their work activities, employees produce something called performance. Performance is the result of an employee's work during a certain period compared to various possibilities such as standards, targets / targets or criteria that have been determined in advance and mutually agreed. Performance is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, does not violate the law and does not conflict with morals and ethics (Afandi, 2018). On the other hand, there is an opinion that says that performance is an external element that can be observed in the form of behavior, while the essence or deep core is competence. The elements contained in competence consist of knowledge, expertise and attitudes (Edison & dkk., 2016).

Increasing employee performance is influenced by several factors, one of the important determinants of performance is organizational culture. Agung Research (2014) in research (Susmiati & Sudarma, 2015) states that organizational culture is a value, attitudes that have been believed by members of the organization so that it has become the behavior of every member of the organization in everyday life. So it can be said that organizational culture functions as a glue, unifier, identity, motivator for all employees and people in it. Furthermore, the value system is passed on to the next generation and can be used as a reference for human behavior in organizations that are oriented towards achieving goals or set performance results.

Effective leadership will contribute greatly to employee performance, whereas ineffective leadership can hinder employee performance. Indications of falling and low performance are low work productivity, high absenteeism, high damage rate, anxiety everywhere, frequent demands and strikes. The success of a leader is influenced by the leadership style set on the people he leads. One leadership style that is appropriate in dealing with all changes and increasing the proactive attitude of employees is the transformational leadership style.



Wijaya and Rifa'i (2016) define transformational leadership as leadership that has a vision for the future, can recognize environmental changes and can transform these changes in the organization, lead change and provide motivation and inspiration for individual employees to make them creative and innovative, as well as improve management performance, dare to assume the responsibility of leading and controlling the organization. Nur Insan (2019) states that transformational leadership has the characteristics to turn ideas into concrete actions and to influence your employees to achieve their goals. Transformational leadership motivates or encourages its followers to use their resourcefulness and potential to overcome job obstacles, understanding the goals targeted by the company. (Simamora, 2006) Conveying that performance refers to the level of achievement of tasks that make up an employee's job and reflects how well employees meet the requirements of a job, but is often misinterpreted as effort that reflects the energy expended, performance is measured in terms of results.

The discussion of employee job satisfaction cannot be separated from the fact that employee job satisfaction can be achieved if all expectations can be met in carrying out their job duties. Job satisfaction is a reflection of the feelings and attitudes of the individual towards his work, which is the interaction between the concerned and his work environment (Mukmin, 2021). Individuals with job satisfaction are expected to expend all their abilities and energy to complete the work, so as to produce optimal performance for the company. This suggests that job satisfaction, apart from being an independent variable, can also be a non-free (affected) variable. Job satisfaction reflects the extent to which employees feel satisfied, happy, and fulfilled with their jobs. If employees feel satisfied with their work, they are more likely to contribute to the maximum, increase productivity, and stay in the company.

PT Hutama Karya Infrastruktur acts as one of the subsidiaries of PT Hutama Karya (Persero) Tbk. As part of the Hutama Karya group, the company focuses on the construction and infrastructure sector in Indonesia which is engaged in various infrastructure projects such as highways, bridges, toll roads, land development, and other infrastructure projects. The company is supported by the expertise and experience possessed by PT Hutama Karya (Persero) Tbk., which is one of the main contractors in Indonesia and has played an active role in the construction of critical infrastructure in the country for many years. In the face of increasingly fierce business competition, organizations in the infrastructure sector, such as PT Hutama Karya Infrastruktur, are faced with the challenge of maintaining and improving employee performance in order to achieve the company's strategic goals. Employee performance becomes a critical factor that directly affects the success of the organization in achieving competitive advantage. Therefore, it is important for PT Hutama Karya Infrastruktur to understand the factors that can affect employee performance.



Based on the background description of the problem with these problems, the concern in this study is "Analysis of the Influence of Organizational Culture and Transformational Leadership on Employee Performance with Job Satisfaction as an Intervening Variable at PT Hutama Karya Infrastruktur Seksi Padang Sicincin".

## **Literature Review**

### **Employee Performance**

According to (Kasmir, 2016) that, performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Mulyadi (2016) stated that performance is a real behavior expressed by people in terms of work achievements produced by employees based on their role in the company.

Armstrong and Baron explain (Wibowo, 2013) that performance is about what is done and how to do it. Performance is the result of work that has a strong relationship with the strategic objectives of the organization, customer satisfaction and economic contribution. Based on the explanation above, it can be concluded that performance is the result of human resource work both in terms of quality and quantity in a certain period of time.

### **Employee Performance Indicators**

According to (Kasmir, 2016) employee performance indicators are as follows:

1. Quality: Quality is the degree to which the final result achieved is close to perfect in the sense of meeting the goals expected by the company.
2. Quantity: Quantity is the quantity produced expressed in terms of a number of units of work or the number of cycles of activity produced.
3. Punctuality: The level of activity at which the work is completed at the desired initial time.

### **Organizational Culture**

(Sedarmayanti, 2014) Defining organizational culture is a belief, attitude and value that is generally owned, which arises in the organization, put forward more simply, culture is the way we do things here. (Robbins & Judge, 2015) Defines organizational culture as a system of shared meanings shared by members that distinguishes an organization from others.

Organizational culture is concerned with how employees perceive the characteristics of an organization's culture, not with what they like that culture or not. That is, culture is a descriptive term. Organizational culture is a shared perception shared by all members of the organization. Organizational culture is a system of



Licence  
Creative Commons Attribution-ShareAlike 4.0 International License.

values, norms, and beliefs held by a group of people in an organization that distinguishes it from others, this is very important for companies or organizations because it can determine performance, efficiency, and success.

### **Organizational Culture Indicators**

According to (Robbins & Judge, 2015) the following seven primary characteristics that together capture the nature of organizational culture, namely:

1. Innovation and risk-taking, the extent to which employees are encouraged to be innovative and take risks.
2. Attention to detail The extent to which employees are expected to demonstrate precision, analysis, and attention to detail
3. Results orientation, the degree to which management focuses on results rather than on the techniques and processes used to achieve those results.
4. People orientation, the extent to which management decisions take into account the impact of results on people in the organization.
5. Team orientation, the extent to which work activities are organized based on teams, not on individual grounds.
6. Aggressiveness, the extent to which people are aggressive and competitive rather than relaxing at work.
7. Steadiness, the extent to which organizational activities emphasize maintaining the status quo, rather than growth

### **Transformational Leadership**

Leadership is a behavioral process to win the hearts, thoughts, emotions and behaviors of others to contribute to the realization of the vision. However, in general, the definition of leadership will always be associated with the behavior of influencing others. The definition of leadership, according to Gaspersz "Leadership is the process by which a person or group of people (a team) plays influence over others (teams), inspiring, motivating, and directing their activities to achieve goals (Karim, 2010). Transformational leadership style is a type of leader who inspires his followers to put aside their personal interests and has extraordinary influencing abilities according to Indra Kharis (2015).

Transformational leadership is a style of leadership in which transformational leaders devote attention to the development needs of each follower, transformational leaders change followers' awareness of problems by helping them look at old problems in new ways, and they are able to excite, arouse, and inspire followers to expend extra effort to achieve group goals, the leader also provides Intellectual considerations and stimuli are individualized, and those who have the charisma to



motivate work in order to promote better performance so as to support the achievement of goals and the continuity of the company (Robbins & Judge, 2015).

Burns (Amstrong & Taylor, 2014) describes transformational leadership as motivating people to work hard toward big goals; Good leadership has implications for moral action in responding to one's values and needs in a conducive path to building human relations.

From the above opinion, it can be concluded that transformational leadership is leadership that is able to communicate the vision so that it causes strong emotions from its followers to reach it so that change will continue to occur.

### **Transformational Leadership Indicators**

Transformational leadership is measured by the level of trust, obedience, admiration, loyalty and respect of its followers. The followers of transformational leaders are always motivated to do even better to achieve organizational goals (Karim, 2010). There are several indicators of transformational leadership style according to Kharis (2015):

1. Charisma
2. Inspirational Motivation
3. Intellectual Stimulation
4. Individualized Attention

### **Job Satisfaction**

Understanding Job Satisfaction Employee attitudes towards work related to work situations, cooperation between employees, benefits received at work, and matters concerning physical and psychological factors (Sutrisno, 2019). The definition of job satisfaction according to (Badriyah, 2015) is the attitude or feeling of employees towards pleasant or unpleasant aspects of work that are in accordance with the assessment of each worker. The basis for determining the definition of job satisfaction is based on Robbins and Judge's (2015) understanding of their theory that assesses the satisfaction of positive feelings about work, resulting from an evaluation of its characteristics. Someone who has a high level of job satisfaction tends to have positive feelings, while someone with a low level of job satisfaction tends to have negative feelings.

### **Job Satisfaction Indicators**

Job satisfaction is the most important thing for employees, because the job satisfaction index is an aspect that employees know to find out whether employees feel satisfied at work or not. Job satisfaction has several aspects according to





(Badriyah, 2015), namely:

1. Salary
2. Promotion
3. Supervision
4. Auspicious
5. Reserve Bonus
6. Procedure
7. Co workers
8. Nature of work
9. Communication

## Methods

The research approach used in this study is quantitative, which is research that aims to determine the relationship between two or more variables with this study, a theory will be built that serves to explain, predict and control a symptom (Rusiadi, 2013). According to (Handayani, 2020), population is the totality of each element to be studied that has the same characteristics, it can be individuals of a group, event, or something to be studied. The population in this study is all employees of PT HKI Padang Siring Section totaling 54 people. While A sample is a small part of a population member taken according to a specific procedure that can be representative of the population. According to (Handayani, 2020) the technique Retrieval Sampling or commonly referred to as sampling is the process of selecting a number of elements from the population under study to be sampled, and understanding the various properties or characters of the subjects sampled, which can later be generalized from population elements. In this study, the author carried out a sampling technique *Non Probability Sampling* That is by using census sampling or saturated sampling because the entire population is sampled if the population is below 100. Therefore, the sample in this study is 54 employees/respondents".

The data collection used in this study was using a personal questionnaire. This method provides responses to questionnaire statements. In this study, questionnaires are distributed directly to respondents and researchers can provide explanations about the purpose of the survey and questions that are poorly understood by respondents and responses to questionnaires can be directly collected by researchers after being filled in by respondents. Personalized questionnaires were used to obtain data on the dimensions of the constructs being developed in this study. The data analysis technique used in this study is *a path analysis* technique using *smart PLS software*.



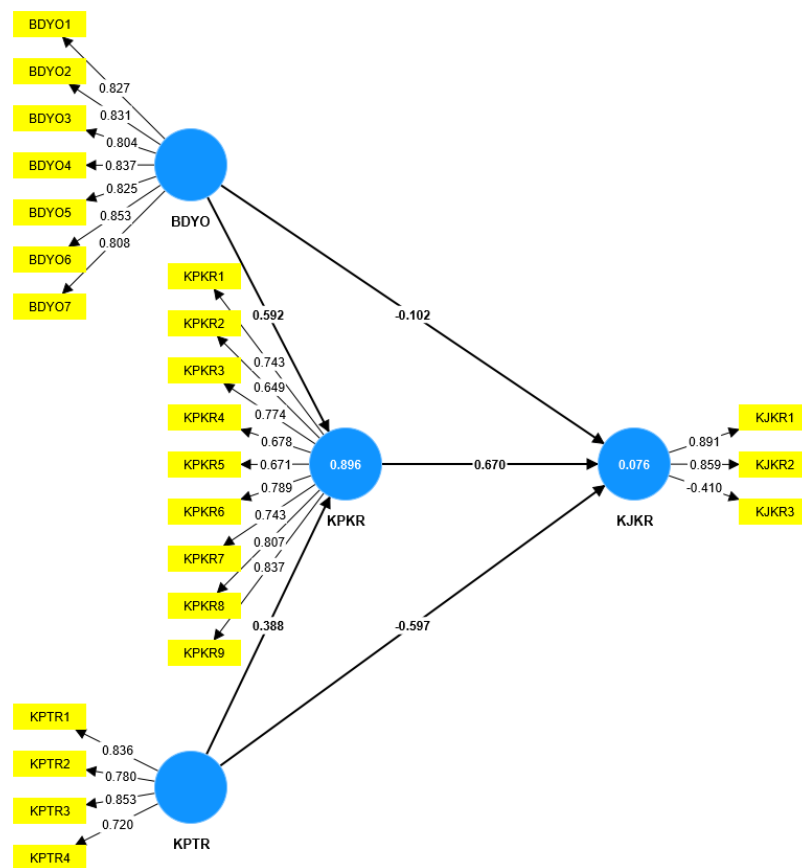
Licence

Creative Commons Attribution-ShareAlike 4.0 International License.

## Results

### Measurement Testing (Outer Model)

As for the measurement model for validity and reliability tests, the coefficient of determination of the model and the path coefficient for the equation model, can be seen in the following figure:



### Convergent Validity

The convergent validity of the measurement model can be from the correlation between the item/instrument score and its construct score (loading factor) with the criteria for the loading factor value of each instrument ( $> 0.7$ ). The outer loading values can be seen in the following table:

**Tabel 1.** Hasil Uji Convergent Validity

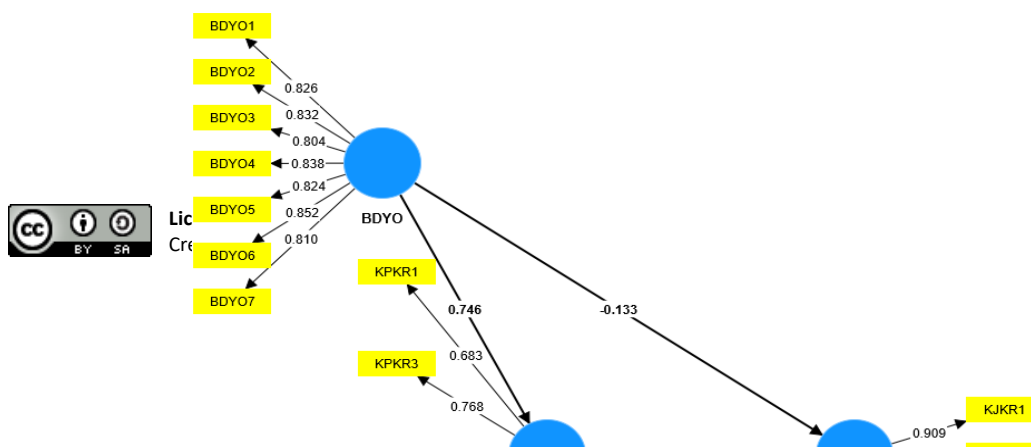
	BDYO	KJKR	KPKR	KPTR
BDYO1	0.827			





BDYO2	0.831			
BDYO3	0.804			
BDYO4	0.837			
BDYO5	0.825			
BDYO6	0.853			
BDYO7	0.808			
KJKR1		0.891		
KJKR2		0.859		
KJKR3		-0.410		
KPKR1			0.743	
KPKR2			0.649	
KPKR3			0.774	
KPKR4			0.678	
KPKR5			0.671	
KPKR6			0.789	
KPKR7			0.743	
KPKR8			0.807	
KPKR9			0.837	
KPTR1				0.836
KPTR2				0.780
KPTR3				0.853
KPTR4				0.720

The results of the data above can be seen that there are 4 items of outer loading values that are invalid or do not meet the criteria, namely KJKR3, KPKR2, KPKR4, KPKR5, meaning that the 4 items have an outer loading value of  $<0.70$ . Before the next test, the invalid indicator is first removed (dropping) then recalculated to provide confidence that the loading value is above 0.70. Figure 2. indicates the result of invalid indicator removal.



**Figure 2.** Outer Loading Value After (Dropping)

**Reliability Test (Composite Reliability and Cronbach Alpha) and Test Average Variance Extracted (AVE)**

Instrument reliability tests are carried out to determine consistency with the regularity of measurement results of an instrument even though it is carried out at different times, locations, and populations. Construct reliability is measured by two different criteria: composite reliability and Cronbach's Alpha (internal consistency reliability). A construct is considered reliable if the value of composite reliability is more than 0.7 and the value of Cronbach's Alpha is more than 0.6. Discriminant validity can also be seen from the AVE (Average Variance Extracted) value. The criteria for a good AVE score is above 0.5.

**Table 2.** Composite Reliability and Cronbach Alpha and Test Average Variance Extracted (AVE)

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
BDYO	0.923	0.925	0.938	0.683
KJKR	0.799	0.800	0.909	0.833
KPKR	0.883	0.892	0.911	0.632
KPTR	0.810	0.823	0.875	0.638



Based on table 2. The results of measuring Composite Reliability and Cronbach's Alpha show that all variables for Composite Reliability have values above 0.70 and all variables for Cronbach's Alpha have values above 0.60. Thus, these results can be declared valid and have a fairly high reliability. And it can be seen that the AVE value is more than 0.50 in other words that all constructs are valid or it can be said that the constructs can explain the variance of the item.

### Structural Testing (Inner Model)

#### Direct Effect Hypothesis Testing

Hypothesis testing is done by comparing t count with t table. The comparison of t count with t table is used to determine whether there are 31 or not influences between variables. For hypothesis testing in this study, the statistical value was used, then for  $\alpha=5\%$  the t-statistical value used was 1.96. So the criterion for acceptance or rejection of the hypothesis is  $H_a$  accepted and  $H_0$  rejected when t-statistics  $> 1.96$ .

**Table 3.** Direct Effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
BDYO -> KJKR	0.394	0.426	0.319	7.601	0.017
BDYO -> KPKR	0.746	0.747	0.066	11.254	0.000
KPKR -> KJKR	0.705	0.740	0.710	3.993	0.021
KPTR -> KJKR	0.361	-0.391	0.320	4.129	0.049
KPTR -> KPKR	0.250	0.250	0.073	3.435	0.001

Organizational Culture (BDYO) on Employee Performance (KJKR), gives a path coefficient value of 0.394 and has a p-value of 0.017 and a T-statistic value of 7.601 (T-statistics  $>$  T table 1.96). This means that it shows that work culture has a positive and significant effect on the performance of employees of PT Hutama Karya Infrastruktur Section Padang Sicincin, it can be stated that hypothesis 1 is accepted. Because the t-statistic value meets the requirements of  $7.601 > 1.96$  and probability value  $0.017 < 0.05$ .

Organizational Culture (BDYO) on Job Satisfaction (KPKR), gives a path coefficient value of 0.746 and has a p-value of 0.000 and a T-statistic value of 11.254 (T-statistics  $>$  T table 1.96). This means that it shows that work culture has a positive and significant effect on job satisfaction of employees of PT Hutama Karya Infrastruktur Section Padang Sicincin, it can be stated that hypothesis 2 is accepted. Because the t-statistic value meets the requirements of  $11.254 > 0.196$  and the probability value of  $0.000 < 0.05$ .

Job satisfaction (KPKR) on Employee Performance (KJKR), gives a path coefficient value of 0.705 and has a p-value of 0.021 and a T-statistic value of 3.993 (T-statistics  $>$



T-table 1.96). This means that it shows that job satisfaction has a positive and significant effect on the performance of employees of PT Hutama Karya Infrastruktur Section Padang Sicincin, it can be stated that hypothesis 3 is accepted. Because the t-statistic value meets the requirements of  $3.993 > 1.96$  and the probability value of  $0.021 < 0.05$ .

Transformational leadership (KPTR) on Employee Performance (KJKR), gives a path coefficient value of 0.361 and has a p-value of 0.049 and a T-statistic value of 4.129 (T-statistics > T-table 1.96). This means that it shows that transformational leadership has a positive and significant effect on the performance of employees of PT Hutama Karya Infrastruktur Section Padang Sicincin, it can be stated that hypothesis 4 is accepted. Because the t-statistic value meets the requirements of  $4.129 > 1.96$  and the probability value of  $0.049 < 0.05$ .

Transformational leadership (KPTR) on job satisfaction (KPKR), gives a path coefficient value of 0.250 and has a p-value of 0.001 and a T-statistic value of 3.345 (T-statistics > T-table 1.96). This means that it shows that transformational leadership has a positive and significant effect on job satisfaction of employees of PT Hutama Karya Infrastruktur Section Padang Sicincin, it can be stated that hypothesis 5 is accepted. Because the t-statistic value meets the requirements of  $3.345 > 1.96$  and probability value  $0.001 < 0.05$ .

## Indirect Effect

**Table 4.** Specific Indirect Effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
KPTR -> KPKR -> KJKR	0.044	0.202	0.209	2.417	0.016
BDYO -> KPKR -> KJKR	0.077	0.538	0.519	2.454	0.014

In Table 4. It can be seen that the indirect influence of transformational leadership variables (KPTR) on employee performance (KJKR) can be mediated by job satisfaction variables (KPKR), with t-statistic values of  $2.417 > 1.96$  and P-values of  $0.016 < 0.05$ . While the indirect influence of organizational culture variables (BDYP) on employee performance (KJKR) can also be mediated by job satisfaction variables (KPKR) because it has t-statistics of  $2.454 > 1.96$  and P Values  $0.014 < 0.05$ .

## Coefficient of Determination (R<sup>2</sup>)



**Table 3.** Coefficient of Determination (R<sup>2</sup>)

	R-square	R-square adjusted
KJKR	0.367	0.011
CRTR	0.644	0.942

Based on the r-square value in Table 3 shows that the R-square value of the employee performance variable is 0.367, it is interpreted that the variability of employee performance constructs can be explained by the variability of organizational culture constructs, transformational leadership, and job satisfaction of 36.7% while the rest is explained by other variables outside the studied. The R-square value of the job satisfaction variable is 0.644. This R-square value means that the variability of job satisfaction constructs that can be explained by the variability of organizational culture and transformational leadership constructs is 64.4% while the rest is explained by other variables outside the study.

## Discussion

### 1. The Influence of Perceived Organizational Culture on Employee Performance at PT HKI Section Padang Sicincin.

The results showed that Organizational Culture (BDYO) has a positive and significant effect on Employee Performance (KJKR). The direction of the positive relationship can be seen from the original sample value of 0.394. The results of data processing t-count values > t-tables ( $7.601 > 1.96$ ) and p-values  $0.017 < 0.05$ ), then  $H_0$  was rejected and  $H_a$  was accepted.

A work atmosphere enriched with positive values, mutual support, and mutual respect encourages employees to give their best. When organizational culture is focused on innovation, collaboration, and shared growth, employees feel more motivated to contribute creatively and work together to achieve company goals. Understanding and fostering a positive organizational culture not only creates a pleasant work environment, but also improves overall employee performance. This is in accordance with the results of research conducted by Tri Wulandari, Intan Ratnawati (2019) and Setria Feri (2020) also said that organizational culture affects employee performance.

### 2. The Effect of Transformational Leadership on Employee Performance at PT HKI Padang Sicincin.

The results showed that transformational leadership (KPTR) had a positive and significant effect on Employee Performance (KJKR). The results of testing this hypothesis are proven by t-statistical values of  $4.129 > t\text{-table } 1.96$ . The magnitude of



the influence of transformational leadership (KPTR) on employee performance (KJKR) is 0.361 or 36.1% is considered significant as evidenced by a significance level of  $0.049 < 0.05$ .

Leaders are able to communicate that can uplift, inspire, and stimulate creativity. Leaders also create an environment where new ideas are valued and innovation is empowered by engaging in empowering employees, providing responsibility and trust that can increase a sense of ownership of the work thus contributing significantly to improved team performance and achievement of organizational goals. The results of this study are in line with research conducted by Tri Wulandari, Intan Ratnawati (2019) and Setria Feri (2020) which states that transformational leadership (KPTR) has a positive and significant effect on Employee Performance (KJKR).

### **3. The Influence of Perceived Organizational Culture on Job Satisfaction at PT HKI Padang Sicincin.**

The results showed that Perceived Organizational Culture (BDYO) had a positive and significant effect on Job Satisfaction. The results of testing this hypothesis are proven by t-statistical values of  $11.254 > t\text{-table } 1.96$ . The magnitude of the influence of Perceived Organizational Culture (BDYO) on Employee Performance (KJKR) is 0.746 or 74.6% is considered significant as evidenced by a significance level of  $0.000 < 0.05$ .

A culture that is inclusive, open, and supports innovation tends to create an atmosphere where employees feel valued and heard. An organizational culture that assigns value to teamwork and cooperation can also increase satisfaction because it creates close relationships between individuals within the company. The results of this study are in line with research conducted by Tri Wulandari, Intan Ratnawati (2019) and Setria Feri (2020) which states that Perception Organizational Culture has a positive and significant effect on Job Satisfaction.

### **4. The Effect of Transformational Leadership on Job Satisfaction at PT HKI Padang Sicincin.**

The results showed that transformational leadership (KPTR) to employee satisfaction (KPTR). The results of testing this hypothesis are proven by t-statistical values of  $3.435 > t\text{-table } 1.96$ . The magnitude of the influence of transformational leadership (KPTR) on employee satisfaction (KPTR) is 0.250 or 25% is considered significant as evidenced by a significance level of  $0.001 < 0.05$ . Transformational leadership creates a work atmosphere that is supportive, innovative, and spurs personal growth, these factors positively affect employee job satisfaction levels.

### **5. The Effect of Job Satisfaction on Employee Performance at PT HKI Section**





### **Padang Sicincin.**

The results showed that Job Satisfaction (KPKR) on Employee Performance (KJKR). The results of testing this hypothesis are proven by t-statistical values of  $3.993 > t\text{-table } 1.96$ . The magnitude of the effect of Job Satisfaction (KPKR) on Employee Performance (KJKR) is 0.705 or 70.5% is considered significant as evidenced by a significance level of  $0.021 < 0.05$ . When employees feel satisfied with their jobs, they tend to be more motivated, committed, and focused on better results. Job satisfaction creates an environment where employees feel recognized, valued, and have positive relationships with coworkers and superiors.

### **6. The Influence of Perceived Organizational Culture on Employee Performance through Job Satisfaction at PT HKI Padang Sicincin.**

Organizational culture positively influences employee performance through job satisfaction as an intervening variable. The results of testing this hypothesis are evidenced by the calculated value ( $2.454 > t\text{table } (1.96)$ ) with a significance level of  $p\text{-value } 0.014 < 0.05$ . The magnitude of the influence of organizational culture on employee performance through job satisfaction is 0.077 or 7.7%. The results of this study show that job satisfaction is able to act as an intervening variable to mediate the relationship of organizational culture to employee performance.

### **7. The Influence of Transformational Leadership on Employee Performance through Job Satisfaction at PT HKI Padang Sicincin.**

Transformational leadership positively affects employee performance through job satisfaction as an intervening variable. The results of testing this hypothesis are proven by the value of t-count ( $2.417 > t\text{-table } (1.96)$ ). The magnitude of the influence of transformational leadership on employee performance through job satisfaction is 0.044 or 4.4%. The results of this study show that job satisfaction is able to act as an intervening variable to mediate transformational leadership relationships to employee performance.

## **Conclusion**

1. Perception Organizational Culture has a positive and significant effect on Employee Performance at PT HKI Padang Sicincin.
2. Transformational Leadership has a positive and significant effect on Employee Performance at PT HKI Padang Sicincin Section.
3. Perception Organizational Culture has a positive and significant effect on Job Satisfaction at PT HKI Padang Sicincin Section.



4. Transformational Leadership has a positive and significant effect on Job Satisfaction at PT HKI Padang Sicincin.
5. Job Satisfaction has a positive and significant effect on Employee Performance at PT HKI Padang Sicincin.
6. Perception Organizational Culture has a positive and significant effect on Employee Performance through Job Satisfaction at PT HKI Padang Sicincin.
7. Transformational Leadership has a positive and significant effect on Employee Performance through Job Satisfaction at PT HKI Padang Sicincin.

## References

- Afandi, P. (2018). *Manajemen Sumber Daya Manusia (Teori, Konsep dan Indikator)*. Riau: Zanafa Publishing.
- Amstrong, M., & Taylor, S. (2014). *Armstrong's Handbook of Human Resource*. Kogan: Page.
- Edison, E., & dkk. (2016). *Manajemen Sumber Daya Manusia*. Bandung: Alfabeta.
- Febriani, N. L., & Subudi, M. (2015). Pengaruh Kepemimpinan Transformasional, Budaya Organisasi, dan Kompensasi Finansial pada Kinerja Karyawan. *E-Jurnal Manajemen Ynud*, Vol. 4 No. 5, 2015 : 1252-1270.
- Gemarifannoor, Hairudinor, & Arifin, H. (2018). Pengaruh Gaya Kepemimpinan Transformasional, Budaya Organisasi dan. *Jurnal Bisnis dan Pembangunan*, Vol 7, No. 2. Hal. 41-47.
- Handayani, R. (2020). *Metodologi Penelitian Sosial*. Yogyakarta: Trussmedia Grafika.
- Karim, M. (2010). *Pemimpin Transformasional di Lembaga Pendidikan Islam*. Malang: UIN Maliki Press.
- Kasmir. (2016). *Manajemen Sumber Daya Manusia (Teori dan Praktik)*. Jakarta: PT Raja Grafindo Persada.
- Komarudin. (2017). *Manajemen Sumber Daya Manusia*. Jakarta: Salemba Empat.
- Nitisemito, A. (2016). *Manajemen Personal*. Jakarta: Ghalia Indonesia.
- Robbins, S., & Judge, T. (2015). *Perilaku Organisasi*. Jakarta: Salemba Empat.
- Rusiadi. (2013). *Metode Penelitian, Manajemen Akuntansi dan Ekonomi Pembangunan, Konsep, Kasus dan Aplikasi SPSS, Eviews, Amos, Lisrel*. Medan: USU Press.



- Sedarmayanti. (2014). *Sumber Daya Manusia dan Produktivitas Kerja*. Jakarta: Mandar Maju.
- Sedarmayanti. (2016). *Tata Kerja dan Produktifitas Kerja*. Bandung: Mandar Maju.
- Simamora, H. (2006). *Manajemen Sumber Daya Manusia, Edisi 2*. Yogyakarta: STIE YKPN.
- Sugiyono. (2019). *etodelogi Penelitian Kuantitatif dan Kualitatif Dan R&D*. Bandung: Alfabeta.
- Sulistiawan, D., Riadi, S., & Maria, S. (2017). Pengaruh Budaya Organisasi dan Lingkungan Kerja terhadap Kinerja Pegawai. *KINERJA*, Volume 14 (2) 2017, 61-69.
- Susmiati, & Sudarma, K. (2015). Pengaruh Budaya Organisasi dan Dukungan Organisasi Persepsian terhadap KInerja Karyawan dengan Komitmen Organisasi sebagai Variabel Intervening. *Management Analysis Journal*, Journal 4 (1) (2015) Hal.79-87.
- Suwatno, & Priansi. (2011). *Manajemen SDM dalam Organisasi Publik dan Bisnis*. Bandung: Alfabeta.
- Wibowo. (2013). *Manajemen Kinerja*. Jakarta: Rajawali Pers.

