

THE INFLUENCE OF INDIVIDUAL CHARACTERISTICS AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE , MEDIATED BY JOB SATISFACTION AT PT. MONRAD INTAN BARAKAT

Budiyannur¹, Ibnu Al Saudi²

^{1,2}Sekolah Tinggi Ilmu Ekonomi Pancasetia Banjarmasin

Email: yannurbudi@gmail.com, ibnualsaudi@gmail.com

Article Info

Received: 20/05/21

Revised: 15/06/21

Accepted: 26/06/21

The purpose of this study was to determine and analyze the effect of individual characteristics and organizational culture on performance mediated by job satisfaction at PT Monrad Intan Barakat, Banjar Regency. The respondents of this research were 58 employees of PT Monrad Intan Barakat Banjar Regency, with probability sampling technique or random. The analysis tool used the SmartPLS version 3.0 application. The results of the study found that (1) individual characteristics affect job satisfaction, (2) organizational culture affects job satisfaction, (3) individual characteristics do not affect performance, 4) organizational culture does not affect performance, and (5) job satisfaction has an effect on performance. performance. Meanwhile (6) Job Satisfaction mediates the effect of Individual Characteristics on Performance and (7) Job Satisfaction mediates the influence of Organizational Culture on Performance

Keywords: individual characteristics, organizational culture, performance mediated

1. INTRODUCTION

Management's attention to employee performance, which is the capital of the human resources sector, will certainly be maximized in order to be able to create maximum work results. Likewise, the plantation company PT. Monrad Intan Barakat, Banjar Regency will certainly maximize performance for its employees, so that employees who work can be more productive to the maximum, through training so that their performance results can satisfy all parties. Because after all, the results of the employee's performance will ultimately return to the company in meeting the achievement of maximum work results and profit targets.

From the researcher's experience, there has been a decline in production results over the past 3 years from observations and interviews in the field, the factors that caused the decline were due to the location of the plantation being less productive and lack of maintenance including fertilization, in addition, the plantation area is far from water sources when the dry season occurs and on the other hand, the decline in production results is also due to forest fires that often occur when the dry season arrives. Apart from the decline in production results. The number of employees has also decreased over the past 3 years. The researcher intends to find other factors in the decline in the number of production results and the reduction in the number of employees by conducting research. Are there other factors such as Individual Characteristics, Organizational Culture and Job Satisfaction that affect employee performance.

In writing this research, the author Seeing the importance of the influence of individual characteristics and organizational culture on job satisfaction , what i like the most determine success employee performance , then research interested For do study more with Title : “The Influence of Individual Characteristics and Organizational Culture on Employee Performance Mediated by Job Satisfaction at PT Monrad Intan Barakat”

Literature Review

1. Individual Characteristics

Each employee has different individual characteristics. Age, Gender, Length of Service and Education Level are included in the biographical/individual characteristics of employees that will affect employee job satisfaction and performance (Robbins & Judge, 2013).

2. Organizational Culture

Organizational culture can influence the way people behave and should be a benchmark in every organizational development program and policy taken. This is related to how culture influences the organization and how an organization can be managed by the organization. Organizational culture can be formed in a relatively long time because it originates from and can be influenced by internal culture, external culture and large culture. In their book entitled *Human Resources Management*, Mondy and Noe (2010:321) state that *"Culture can be characterized by trust in subordinates, open communication, considerate and supportive leadership, group problem solving, and high output goals"*. According to Edison, et al. (2016 p. 120) organizational culture is a pattern of beliefs, behaviors, assumptions, and values that are shared. Organizational culture shapes the way members behave and interact and influences the way they work. In turn, this organizational culture is expected to be able to create an environment that is conducive to improving individual and organizational performance.

3. Job Satisfaction

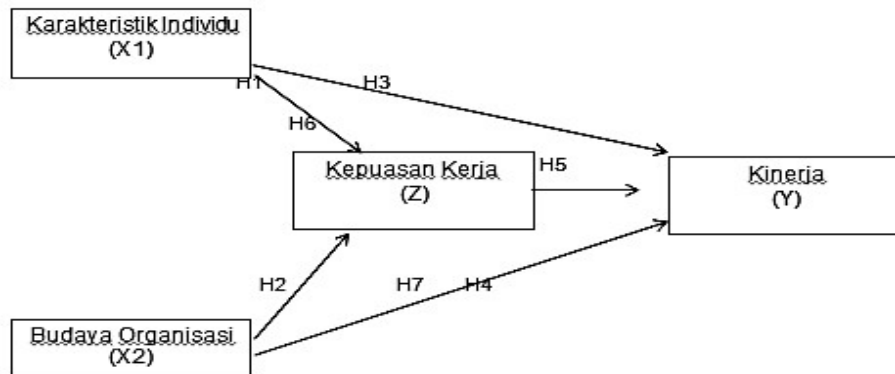
According to Luthans (2007), employee job satisfaction is a positive feeling that is formed from employee assessments of their work based on employee perceptions of how good their work is, which means that what is obtained in work has fulfilled what is considered important. Indicators of job satisfaction according to Luthans (2007) are: (1) satisfaction with salary or wage payments, (2) satisfaction with the work itself, (3) satisfaction with co-workers, (4) satisfaction with promotions, and (5) satisfaction with work supervision.

4. Performance a

Performance is the result of a process that refers to and is measured over a certain period of time based on previously established provisions or agreements. According to Sutrisno (2016:172) "Performance is the result of employee work seen from the aspects of quality, quantity, working time, and cooperation to achieve the goals set by the organization.

2. RESEARCH METHODS

This research activity was conducted on employees. The reason for choosing the object of this research is PT. Monrad Intan Barakat, Banjar Regency because there has been no research on the relationship between the variables of Individual Characteristics, Organizational Culture, and Job Satisfaction with the Performance of employees of PT. Monrad Intan Barakat, Banjar Regency, so they are interested in conducting research with this study. So that this study has a quantitative research design. This study intends to explain the influence between variables through hypothesis testing and at the same time explain several variables, so the nature of this research is explanatory research.



Gambar 3.1 : Kerangka Konseptual
Sumber : Diolah Peneliti, 2021

The types of data used in this study consist of Primary data (original data) is data obtained directly from respondents, this data will later be analyzed in this study. Secondary data is data obtained not from the primary source, but from -other parties or from documentation/archive data. Population is not only people but also objects and other natural objects. The population in this study were employees of PT. Monrad Intan Barakat, Banjar Regency. which numbered 139 employees

The data analysis technique in this study used Partial Least Square (PLS). PLS is a Structural Equation Modeling (SEM) equation model with an approach based on variance or component-based structural equation modeling. According to Ghazali & Latan (2015), the purpose of PLS-SEM is to develop theory or build theory (prediction orientation). PLS is used to explain whether or not there is a relationship between latent variables (prediction). PLS is a powerful analysis method because it does not assume current data with a certain scale of measurement, a small number of samples (Ghozali, 2011).

3. RESULT AND DISCUSSION

General Description of Research Object

- Company name: PT. Monrad Intan Barakat
- General Manager: Zulsony Idial
- Address : Jl Limamar Village, RT 002/001 Astambul District, Banjar Regency
- Type of business : Palm oil plantation
- year of establishment : 2010

Analysis of Research Results

- Descriptive Statistical Test

Descriptive statistics are statistics that function to describe or provide an overview of the object being studied through sample or population data as it is, without conducting analysis and making conclusions that apply to the general public (Sugiyono, 2016).

- Measurement Model Test or Outer Model

The measurement model or outer model shows how each indicator block relates to its latent variables. Evaluation of the measurement model through confirmatory factor analysis is by using the MTMM (MultiTrait-MultiMethod) approach by testing convergent and discriminant validity. Meanwhile, the reliability test is carried out in two ways, namely with Cronbach's Alpha and Composite Reliability (Ghozali & Latan, 2015)

Convergent Validity

The convergent validity of the measurement model with reflective indicators can be seen from the correlation between the item score/indicator and the construct score. An individual reflective measure is said to be high if it correlates more than 0.70 with the construct to be measured. However,

in the scale development stage research, loadings of 0.50 to 0.60 are still acceptable (Ghozali & Latan, 2015).

Discriminant Validity

The discriminant validity of the indicator can be seen in the cross loading between the indicator and its construct. If the correlation of the construct with its indicators is higher than the correlation of the indicators with other constructs, then this indicates that the latent construct predicts the indicators in their block better than the indicators in other blocks. Another method to assess discriminant validity is to compare the square root of the average variance extracted (\sqrt{AVE}) for each construct with the correlation between the construct and other constructs with the model. The model is said to have quite good discriminant validity if the AVE root for each construct is greater than the correlation between the construct and other constructs (Fornell & Larcker, 1981 in Ghozali, 2011). In Ghozali & Latan (2015) explains another test to assess the validity of the construct by looking at the AVE value. The model is said to be good if the AVE of each construct is greater than 0.50.

Reliability

In addition to the validity test, model measurement is also carried out to test the reliability of a construct. Reliability testing is carried out to prove the accuracy, consistency and precision of the instrument in measuring the construct. In PLS-SEM using the SmartPLS 3.0 program, to measure the reliability of a construct with a reflective indicator can be done in two ways, namely with Cronbach's Alpha and Composite Reliability. The construct is declared reliable if the composite reliability value or Cronbach alpha is above 0.70 (Ghozali & Latan, 2015).

a. Structural Model or Inner Model Test

The structural model or inner model shows the relationship or strength of the estimate between latent variables or constructs based on substantive theory.

b. Direct and Indirect Influence Test

This test is carried out to see the magnitude of the indirect influence value between variables. This test is carried out using the bootstrapping method using smartPLS 3.0. In this study there is an intervening variable, namely dysfunctional behavior. The intervening variable is said to be able to mediate the influence of exogenous (independent) variables on endogenous (dependent) variables if the T statistic value is greater than the T table and the P value is smaller than the significance level used (5%)

c. Inner Model Calculation Results

Direct influence Based on the data processing that has been carried out using the smart PLS 3.0 program, based on the results of the direct effects inner model analysis in the image above, the following conclusions can be drawn.:

Table 2.1 Direct Influence (*Path Coefficients*)

Path Coefficients						
	Mean, STDEV, T-...	Confidence Inter...	Confidence Inter...	Samples	Copy to Clipboard:	
	Original Sampl...	Sample Mean (...)	Standard Devia...	T Statistics (O...		P Values
X1 -> Y	0.229	0.230	0.139	1.645		0.101
X1 -> Z	0.443	0.452	0.125	3.535		0.000
X2 -> Y	0.040	0.059	0.126	0.315		0.753
X2 -> Z	0.405	0.433	0.121	3.347		0.001
Z -> Y	0.630	0.624	0.137	4.606		0.000

Source: Processed by Researchers at Smartpls3.0

Inner Model Calculation Results

1. The direct influence between Individual Characteristics and Job Satisfaction is a P Value of 0.000, which means it has an influence because it is <0.5% with a T statistic of 3.535. This influence is positive.
2. There is no influence between Individual Characteristics on Performance, the P Value is 0.101, which means > 0.5% with a T statistic of 1.645. This influence is positive.

3. The direct influence between Organizational Culture and job satisfaction is P Value of 0.001 which means $< 0.5\%$ with T statistic of 3.347. This influence is positive.
4. No Influence between Organizational Culture and Performance is P Value of 0.753 which means $> 0.5\%$ with Tstatistic of 0.315. This influence is positive.
5. The direct influence between Job Satisfaction and Performance is P Value of 0.000 which means $< 0.5\%$ with Tstatistic of 4.606. This influence is positive.

Indirect influence Based on the data processing that has been carried out using the smartPLS 3.0 program, based on the results of the direct effects inner model analysis in the image above, the following conclusions can be drawn.:

Table 2.2 Indirect Effects

Specific Indirect Effects					
Mean, STDEV, T-...	Confidence Inter...	Confidence Inter...	Samples	Copy to Clipboard: E	
	Original Sampl...	Sample Mean (...)	Standard Devia...	T Statistics (IO...	P Values
X1 -> Z -> Y	0.279	0.275	0.083	3.343	0.001
X2 -> Z -> Y	0.255	0.269	0.094	2.707	0.007

Source: Processed by Researchers at Smartpls3.0

Inner Model Calculation Results

1. The indirect influence of Individual Characteristics on Performance through Job Satisfaction (Z) is a P Value of 0.001 < 0.5 with a T statistic of 3.343. This influence is positive.
2. The indirect influence of Organizational Culture on Performance through Job Satisfaction is a P Value of 0.009 $< 0.5\%$ with a T statistic of 2.707 which is positive.

4. CONCLUSION

Individual Characteristics have a significant influence on Satisfaction with Job Satisfaction of PT Monrad Intan Barakat employees, Banjar Regency. Organizational culture has a significant influence on employee job satisfaction at PT Monrad Intan Barakat, Banjar Regency. Individual characteristics do not have a significant effect on the performance of PT Monrad Intan Barakat employees in Banjar Regency. Organizational culture does not have a significant influence on the performance of employees of PT Monrad In tan Barakat, Banjar Regency. Job satisfaction has a significant influence on the performance of employees of PT Monrad Intan Barakat, Banjar Regency. Job Satisfaction mediates the influence of Individual Characteristics on the Performance of Employees of PT Monrad Intan Barakat, Banjar Regency. Job Satisfaction Mediates the influence of Organizational Culture on Employee Performance at PT Monrad Intan Barakat, Banjar Regency is significant.

REFERENCES

- Arianto, dkk. (2019). Pengaruh budaya oranisasi, motivasi dan komitmen organisasi terhadap kinerja pegawai (studi kasus pada dinas pendidikan provinsi sulawesi selatan.
- Arikunto, S. (2013). *Prosedur Penelitian Suatu Pendekatan Praktek*. Rineka Cipta. Jakarta.
- Byrne, E., Keuter, K., Voell, J., & Larson, E. (2000). Nurses' job satisfaction and organizational climate in a dynamic work environment. *Applied Nursing Research*, 13(1), 46-49.
- Chowdury, Mohammed S., and Amin, Mohammed Nurul, (2011). Relative Importance of Employee Values, Attitudes And Leadership Behaviours in Employee Motivation, An Empirical Investigation. *Journal Of Business Research*, Vol. 67, pp. 241-251.
- Edison, dkk. (2016) *Pengertian Budaya Organisasi*
- Edy Sutrisno (2014) *Pengertian Kepuasan Kerja*
- Etna, Z., Suharnomo, S., & Darmastuti, I. (2012). *Analisis Pengaruh Karakteristik Kepribadian, Budaya Organisasi Dan Kualitas Kehidupan Kerja Terhadap Kepuasan Kerja Dan Kinerja*

- Karyawan (Studi Pada: Perusahaan Rosalia Indah Group)* (Doctoral dissertation, Diponegoro University)..
- Ghazali, I. (2013). *Model Persamaan Struktural Konsep Dan Aplikasi Dengan Program AMOS 21.0 (Edisi ketujuh ed.)*. BP Undip. Semarang.
- Ghozali, I., & Latin, H. (2014). partial least squares konsep dan aplikasi menggunakan program smart PLS 3.0 edisi 2,
- Gibson, J. L., et al. (2011). Organisasi, Perilaku, Struktur, dan Proses. Alih Bahasa oleh Nunuk Andiarni, jilid 1 dan 2. Jakarta : Binarupa Aksara.
- Gibson, J. L., Ivancevich, J. M., and Donnelly, J. H. (2007). Organisasi Perilaku, Struktur, Proses. Jakarta: Bina Rupa Aksara.
- Greenberg, Jerald and Baron, Robert A., (2010). *Behavior in Organizations: Understanding and Managing the Human Side of Work*. New Jersey: Prentice Hall International Inc.
- Hasibuan, M. S. P. (2011). Manajemen Sumber Daya Manusia. Edisi Revisi Jakarta: Bumi Aksara.
- Herianus, P. (2014). Pengaruh Karakteristik Individu dan Lingkungan Kerja Terhadap Kinerja Karyawan di PT. Taspen (Persero) Cabang Manado. *Jurnal Administrasi Bisnis*, Vol. 3 No. 001(2014).
- Herpen, Marco Van; Praag, Mirjan Van and Cools, Kees, (2012). The Effect of Performance Measurement and Compensation on Motivation. *Conference of The Performance Measurement Association in Boston*, pp 134.
- Judge, T., Bono, & Patton. (2011). The job satisfaction job performance relationship: a qualitative and quantitative review. *Psychological Bulletin*, 127(3). 376- 407.
- Karatepe, Osman M.; Uludag, Orhan; Menevis, Ismet; Hadzimehmedagic, Lejla; and Baddar, Lulu, (2005). The Effects of Selected Individual Characteristics on Frontline Employee Performance and Job Satisfaction. *Journal Tourism Management*.
- Karlinger, F. N. (2010). *Foundations of Behavior Research*. Third Edition (Tedemahan oleh L.R Simatupang). Yogyakarta: Gajah Mada University Press.
- Kumorojati dimas dkk, (2014). pengaruh karakteristik individu, karakterisitik pekerja dan budaya organisasi terhadap kepuasan kerja karyawan yang dimediasi motivasi kerja (study pada karyawan KUD di kabupaten Banyumas)
- Luthans, F. (2012). *Organizational Behavior*. Sixth Edition. New York: Mc Graw-Hill, Inc.
- Meggison, L. C. (2011). *Personnel Management: A Human Resources Approach*. Richard D.Irwin, Inc.
- Munandar, A. S. (2011). *Psikologi Industri dan Organisasi*. Jakarta: UI-Press.
- Nazir, Moh. (2008). *Metode Penelitian*. Jakarta: Ghalia Indonesia.
- Nurisman, I. H. (2015). Pengaruh Budaya organisasi dan karakteristik individu terhadap motivasi dan kinerja karyawan PT Perkebunan Nusantara XII (Persero) Kantor Wilayah I Jambi
- Robbins , Stephen P. & Mary Coulter. (2010). *Manajemen*. Jilid 2 Edisi ke10. Jakarta : Erlangga.
- Robbins. (2015). Perilaku Organisasi, Konsep Kontroversi-Aplikasi. Edisi Bahasa Indonesia. Jakarta: PT. Prenhalindo.
- Rogers, R. (2011). The effect of Educational level on Correctional Officer Job Satisfaction. *Journal of Criminal Justice*. 19. pp. 123-137.
- Singarimbun, M. (2011). Metode Penelitian Survey. *PPSK*. Yogyakarta:UGM.
- Susanti, S. (2016). Pengaruh Karakteristik Individu, Budaya Organisasi, dan Komitmen Organisasi Terhadap Kinerja Karyawan Dengan Motivasi Sebagai Variabel Moderasi (Studi Pada Karyawan Instalasi Rawat Jalan RSUD Dr. Saiful Anwar Malang). *Journal of Innovation in Business and Economics*, 7(2), 153-160.
- Toha, M. (2011). Kepemimpinan dalam Manajemen. Jakarta: Raja Grafindo Persada.
- Torang. (2013). Pengertian Kinerja.
- Vitell, S. J., & Davis, D. L. (1990). The relationship between ethics and job satisfaction: An empirical investigation. *Journal of business ethics*, 9, 489-494.
- Walker Jr, O. C., Churchill Jr, G. A., & Ford, N. M. (1977). Motivation and performance in industrial selling: Present knowledge and needed research. *Journal of marketing research*, 14(2), 156-168.