



# The Effect of Organizational Culture and Workload on Employee Performance with Job Satisfaction as A Mediating Variable on Cv. Asia Raya Komputama Surabaya

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## Abstract

In this research, job satisfaction will be used as a mediating variable to examine how corporate culture and workload affect employee performance. A sample of all 40 employees from the computer firm CV. Asia Raya Komputama Surabaya participated in the research. Partial Least Square was used to assess the data after it was obtained through a questionnaire (SmartPLS). The findings revealed that organizational culture had a favorable but not statistically significant impact on worker performance and a favorable and statistically significant impact on job satisfaction. Employee performance was positively and significantly impacted by workload, while job satisfaction was negatively but insignificantly impacted. Employee performance was positively but marginally impacted by job satisfaction. The relationship between corporate culture, workload, and employee performance was not moderated by job satisfaction. The study suggests that businesses concentrate on reducing workload to improve employee performance and developing a favorable corporate culture to raise employee performance and job satisfaction.

**Keywords**— Organizational culture, Employee performance, Workload, Job satisfaction, mediator.

## INTRODUCTION

The development of the business world and the increasingly fierce competition with the emergence of new and competent Human Resources (HR) require companies to select employees to be able to join their companies. Companies will find it simpler to reach their objectives if their human resources are of a high enough caliber. Human resources are resources with motivation, emotions, wants, skills, knowledge, and the ability to produce work for a company. All of these things affect the company to achieve its goals. The advancement of information technology, capital, and processed materials is insufficient if the organization cannot reach its objectives without human resources.

One of the indicators of the success rate of an enterprise is performance. Performance refers to the outcome of an employee's job in terms of quality and quantity on completing tasks in line with the obligations assigned to him. [12] defines performance as the outcome of work done, both physical or material and non-physical or non-material. A leader in a company also has an important role to determine how the company runs well.

There is a phenomenon of performance problems that occur, where employees cannot work properly. Employees are unable to accomplish their task on time and are unable to respond quickly to challenges at work. It is also affected by organizational culture, workload, and job satisfaction, resulting in employees not being able to work properly as expected by the company. Every organization seeks to increase employee performance in the belief that the company's goals will be met. Human resource performance is extremely crucial in business. If the company has good human resources and high performance, the goals of the company can be achieved as expected by the company.

On CV. Asia Raya Komputama Surabaya is engaged in services, especially in the field of computers. Where is CV. PT. Asia Raya Komputama Surabaya helps assemble *personal*

*computer gaming*, and sells computer *spare parts*, and computer *services*. Based on a survey, researchers conducted interviews with on-site leaders and found that there is still a low organizational culture and inappropriate workload between employees and each other, which results in employees' performance not being as good as it could be. There is another problem in employee job satisfaction, although there are often misconceptions among employees created by the many workloads received by the individuals being diverse despite the positions they hold are the same, leading in unexpected job satisfaction and fostering rivalry among employees. On the other hand, organizational culture has been created such as professionalism, work discipline, and tenacity of work but still needs improvement and is transmitted to other employees, with a strong organizational culture, there will be a reduced workload which will eventually increase work productivity. Then there are the employee performance issues that appear in the CV. Asia Raya Komputama Surabaya, where staff are unable to work efficiently, complete their work on time, and respond rapidly to work-related concerns. So, the empirical fact that can be taken is that this company is experiencing problems with low organizational culture, uneven workload distribution, inadequate employee performance, and problems with work satisfaction and bad employee performance. It is also influenced by corporate culture, workload, and job happiness, which results in people failing to perform as desired by the company.

## LITERATURE STUDIES

### Organizational Culture

According to [3], Organizational culture is a set of values that control the interaction between one individual in an organization and an individual in an organization, or another organization as a supplier, and a member of the society served. Organizational culture is formed by individuals in the organization, the organizational ethics embraced, the employee rights granted to each employee, and also the type of organizational structure itself. Meanwhile, according to [5], Organizational culture is a long-standing practice that is used and applied in the daily lives of employees and corporate managers as one of the drives to improve the quality of their job.

Depending on a few of the above understandings, the researcher concludes the organizational culture is a collection of values that govern interactions between members of a company as well as subgroups outside of the company. This means that the interaction between members inside and outside the organization is the result of mutual agreement as a controller of organizational movement.

### Workload

According to [6], The workload is the mean activity frequency of each job over a given period of time. Workload can be determined by the physical and mental workloads. If an employee's workload is too heavy or has poor physical abilities, it will almost definitely result in an obstacle in work, causing the employee to become ill as a result of the job. The decision of the Minister of Finance Number: KEP/75/M.PAN/7/2004 in [9] Workload is defined as a set or quantity of activities that must be done by an organizational structure or position holder within a specific time frame. Meanwhile, [1] Workload is defined as the quantity of activity that needs to be carried out by a position or organizational unit as a result of time quantity and time norms.

Workload is the quantity of work discovered by an individual in his work that, if too high, will make a person fatigued and a work that needs to be performed at a specific time, according to the description above.

### Job Satisfaction

[1] defines job satisfaction as a favorable attitude regarding one's employment. Job happiness is a personal experience. Depending on the value system that is applied to him, every person will have an unique level of satisfaction. [2] Job satisfaction is defined like a practical or emotionally reaction to many aspects of employment. Satisfaction indicates how a person feels about his job.

According to the definition above, job satisfaction seems to be the emotion that a person has toward his or her job, including both joyful and negative feelings as a result of the employment.

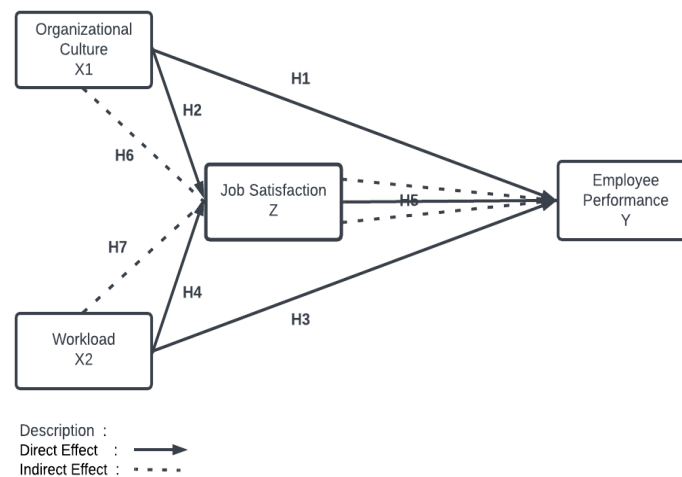
### Employee Performance

Employee performance seems to be a condition that must be understood and proven to certain parties in order to determine the degree of attainment of a corporation's outcomes in relation to the goal carried out by a business or company and to recognize both the positive and negative effects of such an operational policy. [8]. Meanwhile, according to [4], Performance is the outcome or achievement of a specific employee, either an individual or a group in their duties and responsibilities to realize organizational goals at a certain period legally.

Based on some of the above understandings, researchers might conclude that performance is the outcome attained by employees in the execution of a job assigned to them in both quantity and quality via methods that focus on the goals to be reached as well as the completion of implementation standards.

### HYPOTHESIS

The conceptual framework is a central element in research where theoretical concepts will transform into operational definitions that can describe the series between the variables under study. The conceptual framework for this study is as follows in **Figure 1**.



**Figure 1. Conceptual Framework**

### RESEARCH METHODS

This study employed quantitative methods due to the prevalence of numerical data requirements throughout the process, including data collection, analysis, and presentation of findings. As stated by [10], design is a guideline or procedure and technique in a research plan, which has the aim of developing a strategy that is useful for strategizing to produce research models. This study, used a quantitative design using a survey in the form of a questionnaire as a measuring tool for data to be given to respondents.

Any research always starts from a problem, in quantitative research the problem brought must be clear. Once the problem is identified and bounded then the problem is subsequently formulated. The formulation of the problem is generally stated in the question sentence, with this question sentence, it will be able to guide the researcher in further activities. To answer the formulation of the problem, researchers will use various theories. Hipotesis diturunkan dari teori dan berfungsi sebagai jawaban sementara yang selanjutnya divalidasi secara empiris berdasarkan data yang dikumpulkan di lapangan.

The type of data used in this study is quantitative data, which is a study that demands a lot of use of numbers, starting from data collection and interpretation of the data derived from respondents' answers to written statement items in the questionnaire. Based on the data source, This study relied on primary data collected directly from respondents of CV. Asia Raya Komputama Surabaya employees through the distribution of questionnaires.

Populations are generalization areas consisting of objects/subjects with certain characteristics and qualities, according to [11]. Researchers use populations to study and draw conclusions about objects/subjects with certain qualities and characteristics. In this study, the population is all employees of CV. Asia Raya Komputama Surabaya, totaling 40 people.

**Table 1. Population Table**

No	Part	Population
1.	Administration	9 people
2.	Sales	10 people
3.	Computer Technician	3 people
4.	Digital Marketing	6 people
5.	Warehouse Section	6 people
6.	Courier	6 people
<b>Total</b>		<b>40 people</b>

*Source: CV Company Documents. Asia Raya Komputama*

According to [11], samples are part of the number and characteristics shared by the population. Samples are part of the number and characteristics that such populations have. The sampling method used on the CV. Asia Raya Komputama Surabaya is using a saturation or census technique in which all members of the population are used as a sample of 40 employees. Saturated sampling is the technique employed. Saturated sampling is a sampling method that uses all members of a population as samples. This is frequently done when the population is tiny. A saturated sample, also known as a census, is one in which all members of the population are used as samples.

A questionnaire is a set of questions/statements created by a researcher to elicit the opinion or perspective of research participants concerning a subject under investigation. Measurement of questionnaire answers using a five-point Likert scale. The Likert scale is a statement in which respondents are asked to evaluate the degree of approval or disapproval. The bigger the number of sums, the greater the influence of the independent variable on the dependent variable. A data measurement approach in which questionnaire responses are measured using a five-point Likert scale. The Likert scale is a statement in which respondents are asked to evaluate the degree of approval or disapproval. The higher the number of sums, the greater the independent variable affects the dependent variable.

The seven hypotheses provided in this study were tested using Partial Least Squares (PLS) regression analysis. Data analysis is most important because it plays a role in answering the formulation of research problems and proving research hypotheses. Each hypothesis will be analyzed using SEM (Structural Equation Modelling) analysis software with SEM-SMARTPLS 3 (Partial Least Square) to test the relationship between variables. A mediation effect analysis uses the following stages of analysis: (1) Analysis of measurement models (outer model); and (2) Analysis of structural models (inner model).

## RESULTS AND DISCUSSION

### Measurement Model Analysis (Outer Model)

Following are the test findings for the measurement model analysis (outer model) employing two tests: (1) Convergent Validity and Discriminant Validity and (2) Construct reliability and validity.

#### Convergent Validity

Convergent validity is defined as such when the findings of the confirmatory factor analysis demonstrate that the loading factor value of all instrument items is greater than 0.6 and the average variance extracted (AVE) value is greater than 0.5. This implies that the instrument is convergently valid and capable of measuring constructs that should be measured accurately.

Figure 2. Model before question drop

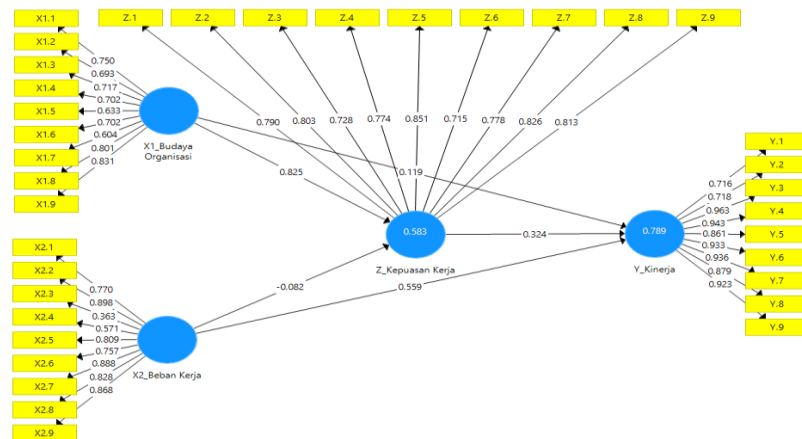
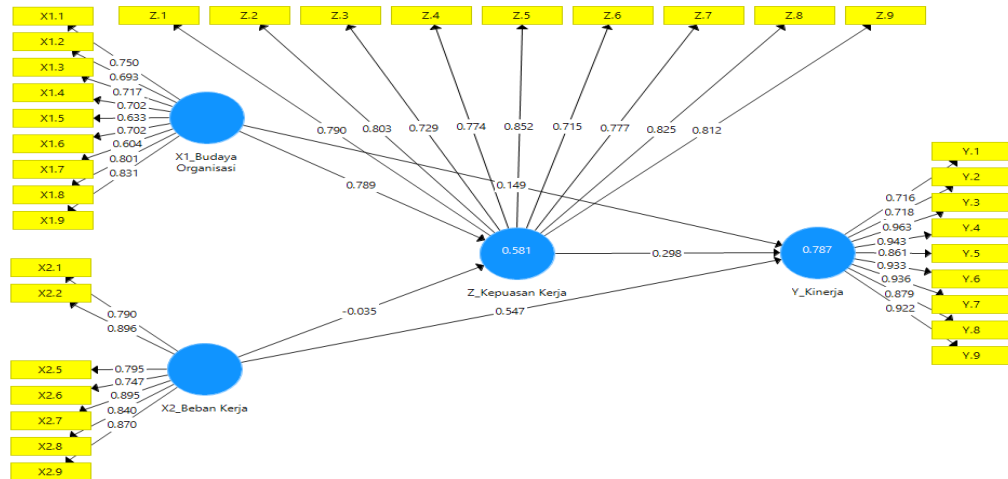


Table 2. Outer loading before drop questions

	X1_Organization Culture	X2_Workload	Y_Employee Performance	Z_Job Satisfaction
X1.1	0.75			
X1.2	0.693			
X1.3	0.717			
X1.4	0.702			
X1.5	0.633			
X1.6	0.702			
X1.7	0.604			
X1.8	0.801			
X1.9	0.831			
X2.1		0.77		
X2.2		0.898		
X2.3		0.363		
X2.4		0.571		
X2.5		0.809		
X2.6		0.757		
X2.7		0.888		
X2.8		0.828		
X2.9		0.868		
Y.1			0.716	
Y.2			0.718	
Y.3			0.963	
Y.4			0.943	
Y.5			0.861	
Y.6			0.933	
Y.7			0.936	
Y.8			0.879	
Y.9			0.923	
Z.1				0.79
Z.2				0.803
Z.3				0.728
Z.4				0.774
Z.5				0.851
Z.6				0.715
Z.7				0.778
Z.8				0.826
Z.9				0.813

From the **table 2** above the outer loading value > from 0.6 except for X2.3 and X2.4, the question is forced to drop because it is considered invalid. Here are the results of the image and the outer loading table after the drop.

**Figure 3. Output after question drop**



**Table 3. Outer loading after drop questions**

	X1_Organization Culture	X2_Workload	Y_Employee Performance	Z_Job Satisfaction
X1.1	0.750			
X1.2	0.693			
X1.3	0.717			
X1.4	0.702			
X1.5	0.633			
X1.6	0.702			
X1.7	0.604			
X1.8	0.801			
X1.9	0.831			
X2.1		0.790		
X2.2		0.896		
X2.5		0.795		
X2.6		0.747		
X2.7		0.895		
X2.8		0.840		
X2.9		0.870		
Y.1			0.716	
Y.2			0.718	
Y.3			0.963	
Y.4			0.943	
Y.5			0.861	
Y.6			0.933	
Y.7			0.936	
Y.8			0.879	
Y.9			0.922	
Z.1				0.790
Z.2				0.803
Z.3				0.729
Z.4				0.774
Z.5				0.852
Z.6				0.715
Z.7				0.777
Z.8				0.825
Z.9				0.812

From the **table 3** above the results of the drop of 2 questions, it can be concluded that the questions of each factor because from the table the outer loading value of > 0.6 This shows that the instrument is convergent valid, and capable of measuring constructs that should be measured well.

### Discriminant validity

If the findings of the confirmatory factor analysis demonstrate that the HTMT value between all items of the instrument is 0.9, the instrument is considered to be discriminant valid. This implies that the instrument is discriminately valid and capable of differentiating between several constructs.

**Table 4. Heretroit-Monotoroit Ratio (HTMT)**

	X1_Organizational Culture	X2_workload	Y_employee performance	Z_job satisfaction
X1_Organizational Culture				
X2_workload	0.792			
Y_employee performance	0.825	0.861		
Z_job satisfaction	0.823	0.57	0.753	

The Heretroit-Monotrait Ratio (HTMT) test results show that the discriminant's validity is either good or completely different from other constructs for all variables examined (X1: organizational culture, X2: workload, Y: performance, Z: job satisfaction). Each variable pair's HTMT ratio was less than 0.90.

### Construct Reliability & Validity

The criteria for good construct reliability and validity can be seen from:

1. *Cronbach Alpha*: > 0.7.
2. *Rho A*: > 0.7.
3. *Composite Reliability*: > 0.6.
4. *Average Variance Extracted (AVE)*: > 0.5 [7].

**Table 4.12 Construct Reliability & Validity: Cronbach's Alpha, Rho A, Composite Reliability, And Average Variance Extracted (AVE)**

Variable	Cronbach Alpha	Rho A	Composite Reliability	AVE
Organizational Culture (X1)	0.882	0.898	0.905	0.515
Workload (X2)	0.928	0.941	0.941	0.697
Job Satisfaction (Z)	0.962	0.966	0.968	0.773
Employee Performance (Y)	0.923	0.928	0.936	0.62

The question is to demonstrate that the values met the requirements, namely Cronbach Alpha: > 0.7, Rho A: > 0.7, Composite Reliability: > 0.6, and AVE > 0.5, which means that the construct of organizational culture (X1), and workload (X2), job satisfaction (Z), and employee performance variables (Y) is considered reliable and constructive.

### Structural Model Analysis (Inner Model)

The structural model was analyzed using five tests, including the R-squared test, F-squared test, mediating effect test, direct effect test, indirect effect test, and total effect test. The results of the test are shown below.

#### R-Square

The R-Square assesses how much variation in an effect-causing variable (endogenous) could be explained by the effect-causing variable (exogenous).

**Table 4.14 R-Square**

	R-square	R-square adjusted
Y	0.787	0.769
Z	0.581	0.559

The following is the result of the test of R-square values in Table 4.13: (1) Path I of the R-Square Adjusted Model = 0.769. This indicates that the variable capacity Y (performance) is 76.9%, indicating that the model is considerable (strong); and (2) R-Square Adjusted Model Line II = 0.559. This suggests that the variable capability Z (job satisfaction) is 55.9%, indicating that the model is moderate.

#### f-Square

The f-Square measurement is used to analyze the relative influence of an exogenous influence variable also on influenced variable (endogenous). The measurement of  $f^2$  is also known as the effect of change  $R^2$  (f-square). That is, the variation in  $R^2$  when an exogenous variable is



deleted from the models is able to establish if the omitted variable has a significant effect on the endogenous latent variable [7].

**Table 4.14 f-Square**

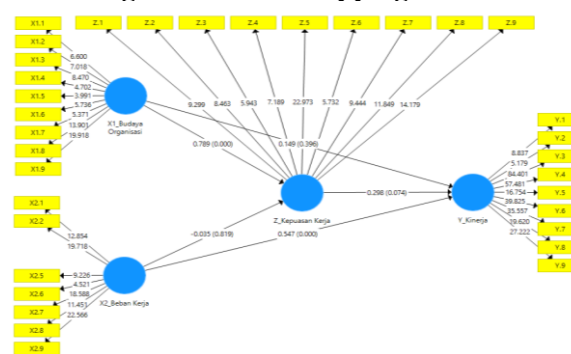
	X1	X2	Y	Z
X1			0.027	0.626
X2			0.59	0.001
Y				
Z			0.175	

The conclusion of the f-Square values is that the effect of the exogenous variables (X1: organizational culture, X2: workload) on the endogenous variables (Y: performance, Z: job satisfaction) varies in size. The variable X1 (organizational culture) against Y (performance) has a small effect, variable X2 (workload) against Y (performance) has a large effect, variable X1 (organizational culture) against Z (job satisfaction) has a large effect, variable X2 (workload) against Z (job satisfaction) has a small effect, Variable Z (job satisfaction) on Y (performance) has a medium/moderate effect.

### Mediation Effect

Three sub-analyses were performed to determine the mediation effects, which are: (A) Direct Effects, (B) Indirect Effects, and (C) Total Effects. The results of these tests are presented below.

**Figure 4.5 Bootstrapping results**



### Direct effects

Analyzing direct effects is a method of testing hypotheses that an influencing variable (exogenous) has a direct effect on the affected variable (endogenous) [7].

**Table 4.15 Direct Effect**

Keterangan	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values	Keterangan
H1 X1 -> Y	0.149	0.138	0.175	0.849	0.396	Tidak Signifikan
H2 X1 -> Z	0.789	0.807	0.118	6.709	0.000	Signifikan
H3 X2 -> Y	0.547	0.540	0.125	4.365	0.000	Signifikan
H4 X2 -> Z	-0.035	-0.027	0.154	0.229	0.819	Tidak Signifikan
H5 Z -> Y	0.298	0.313	0.167	1.789	0.074	Tidak Signifikan

As a result, Table 4.15 shows that four of the path coefficient values are positive and 1 path coefficient value is negative (seen in the original sample), it can be concluded that the research found that the relationship between organizational culture (X1) and employee



performance (Y) was positive but not significant, as indicated by a T Statistics value of 0.849, a Path coefficient of 0.149, and a P-Value of 0.396. Additionally, the study found that the relationship between organizational culture (X1) and job satisfaction (Z) was positive and significant, as indicated by a T Statistics value of 6.709, a Path coefficient of 0.789, and a P-Value of 0.000. The study also found that the relationship between workload (X2) and employee performance (Y) was positive and significant, as indicated by a T Statistics value of 4.365, a Path coefficient of 0.547, and a P-Value of 0.000. Furthermore, the study found that the relationship between workload (X2) and job satisfaction (Z) was negative but not significant, as indicated by a T Statistics value of 0.229, a Path coefficient of -0.035, and a P-Value of 0.819. Finally, the study found that the relationship between job satisfaction (Z) and employee performance (Y) was positive but not significant, as indicated by a T Statistics value of 1.789, a Line Coefficient of 0.298, and a P-Value of 0.074.

### Indirect effects

Indirect effect analysis aims to examine the idea that a variable that operates exogenously impacts an effect variable that operates endogenously, and this effect is mediated by an intervening variable [7].

**Table 4.16 Indirect effect**

Keterangan	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ((O/STDEV))	P values	Keterangan
H6 X1 -> Z -> Y	0.235	0.25	0.135	1.737	<b>0.082</b>	Tidak Signifikan
H7 X2 -> Z -> Y	-0.01	0	0.051	0.206	<b>0.837</b>	Tidak Signifikan

As a result, the value of the indirect effect seen in table 4.16 of indirect effects can be concluded that the research found that there is a positive but insignificant relationship between organizational culture (X1) and employee performance (Y) through job satisfaction (Z), with a correlation coefficient of 0.235 and a P-value of 0.082, which is greater than 0.05. This suggests that job satisfaction (Z) does not play a significant role in mediating the relationship between organizational culture (X1) and employee performance (Y). Additionally, the research found that there is a negative but insignificant relationship between workload (X2) and employee performance (Y) through job satisfaction (Z), with a correlation coefficient of -0.010 and a P-value of 0.837, which is greater than 0.05. This suggests that job satisfaction (Z) does not play a significant role in mediating the relationship between workload (X2) and employee performance (Y).

### Total effects

The total effect is the total direct effect and indirect effect [7].

**Table 4.17 Total effects**

Keterangan	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ((O/STDEV))	P values	Keterangan
X1 -> Y	0.149	0.138	0.175	0.849	<b>0.396</b>	Tidak Signifikan
X1 -> Z	0.789	0.807	0.118	6.709	<b>0.000</b>	Signifikan
X2 -> Y	0.547	0.540	0.125	4.365	<b>0.000</b>	Signifikan
X2 -> Z	-0.035	-0.027	0.154	0.229	<b>0.819</b>	Tidak Signifikan
Z -> Y	0.298	0.313	0.167	1.789	<b>0.074</b>	Tidak Signifikan

As a result, the value of the total effect seen in table 4.17 of total effects can be concluded that the research found that there is a positive correlation between organizational culture and employee performance, as well as job satisfaction. The total effect value for this relationship was 0.384 and 0.789 respectively. Additionally, the study found that workload also has a positive effect on employee performance, with a total effect value of 0.537. However, it was found that

workload has a negative effect on job satisfaction, with a total effect value of -0.035. Furthermore, the study found that job satisfaction has a positive effect on employee performance, with a total effect value of 0.298. Overall, these findings suggest that organizations should prioritize the development of a positive culture, manage workload effectively and enhance employee job satisfaction in order to improve employee performance.

## CONCLUSION

The research study was conducted on the impact of organizational culture and workload on employee performance via job satisfaction on CV. Asia Raya Komputama Surabaya, has come to the following conclusions:

1. Organizational culture has a positive but insignificant effect on the performance of CV employees.
2. Organizational culture has a positive and significant effect on the job satisfaction of CV employees.
3. Workload has a positive and significant effect on employee performance.
4. Workload has a negative but insignificant effect on job satisfaction.
5. Job satisfaction has a positive but insignificant effect on employee performance.
6. job satisfaction does not mediate or have an effect on the relationship between organizational culture and employee performance.
7. job satisfaction does not mediate or have an effect on the relationship between workload and employee performance.

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