

The Influence of Organizational Culture on Employee Performance Through Job Satisfaction and Work Motivation as Intervening Variables

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ABSTRACT

Low job satisfaction, work motivation and bad organizational culture will lead to decreased employee performance. This study aims to determine the determinants of decreased employee performance at BUMN PT. PLN Persero, Sulselrabar Region. The population of respondents in this study were employees of PT. PLN Persero for the Sulselrabar Region works in the fields of planning, trade and services, transmission and transportation distribution, generator sector, finance sector, HR sector and general affairs. Data analysis used the Partial Least Square (PLS) approach with the help of the WarpPLS program. PLS is a Structural Equation Modeling (SEM) equation model based on components or variants. The results showed that organizational culture variables had a significant effect on job satisfaction, job satisfaction had a significant effect on work motivation, and work motivation had a significant effect on employee performance. At the same time organizational culture has no significant effect on employee performance, organizational culture has no significant effect on work motivation, job satisfaction has no significant effect on employee performance. The implications of this research can be used to improve employee performance at PT. PLN Persero Sulselrabar Region through organizational culture, job satisfaction, and work motivation.

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1. Introduction

The State Electricity Company or abbreviated as PLN is the only State-Owned Enterprise (BUMN) holding an Electricity Business Authorization (PKUK) to meet the availability of electrical energy in Indonesia. This is regulated in Law no. 15 of 1985 concerning electricity (government regulation of Republik Indonesia, 1985). With this law, PLN acts for and on behalf of the Indonesian government in carrying out public service functions in the electricity sector (both for social and commercial purposes). Increasingly dynamic business development requires PT. PLN (Persero) to be able to provide optimal and superior performance in meeting the demands of its stakeholders, to support this, companies need human resources (employees) who are of course qualified, management and development are needed which aim to create productive human beings, with the development or good Human Resources management, an employee can easily face and complete the demands of tasks both in the present and in the future. According to Dessler, (2015, p. 3) Human Resource Management is the process of obtaining, training, appraising and compensating employees, and for dealing with labor relations, health and safety as well as matters related to fairness and detailed matters such as how obtaining human resources for the organization, how to organize within the organization and possibly developing employees must be done as well as possible to create quality human resources and encourage the creation of a quality organization.

In general, human resource management is intended to improve company performance, so the formation of reliable human resources is a must (Theodora, 2015). Performance according to Bernardin & Russell, (2013, p. 239) is a record of the results obtained from certain job functions or activities over a certain period of time, then according to Stolic & Casio, (2012, p. 34) performance is a set of results achieved and refers to the act of achieving and implementing the requested work. According to Kasmir, (2016, p.189), Afandi, (2018, p. 83), and Mangkunegara, (2014, p. 14), there are several factors that affect employee performance including abilities and skills, knowledge, work design, personality, motivation work, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline.

Employees of PT PLN Persero Sulselrabar Region became the object of research, based on initial observations made by researchers, it was found that employee performance was measured by attendance, quality of work, quantity of work, effectiveness work, from working independently or in teams. The results of internal measurements of performance at PT. PLN Persero for the Sulselrabar Region shows results that there has been a decline in the last two years. In 2021 employee performance in the high category is 68% while the low category is 32%, then in 2022 employee performance in the high category is 64% and low category is 36% (PT PLN Persero Sulselrabar, 2023). Data on employee performance appraisals that have decreased from 2021 to 2022 illustrates that there are still factors that cause performance to decline, one of which is work motivation. According to Saydam, (2000, p. 370) and Kadarisman, (2012, p. 306) individual work motivation in carrying out their work can be influenced by several factors, namely internal factors which include: personal maturity, level of education, personal desires and expectations, needs, fatigue factors and job satisfaction, and external factors which include: working environment conditions, good supervision, career paths, status or position, organizational culture and flexible regulations. Based on the results pre-research related to factors that make employees more motivated was carried out on 64 employees at PT. PLN Sulselrabar.

The most dominant factors influencing employee motivation at PLN Sulselrabar are job satisfaction with a percentage of 25%, working environment conditions with a percentage of 21% and organizational culture with a percentage of 18%. This illustrates that PLN employees still have low motivation caused by organizational culture, work environment and employee job satisfaction. The existence of organizational culture, work environment and job satisfaction will have an impact on the desire of employees to try to work better, so that PT. PLN (Persero) can provide good service to the community. The existence of work motivation felt by employees is one of the recommendations that is considered important in encouraging employees to be able to improve employee performance.

According to Luthans, (2014, p. 243) job satisfaction is also important for actualization, employees who do not get job satisfaction will never reach psychological maturity, and in turn will become frustrated. This is in line with previous research conducted by Wan & Zulaspan, (2019), Jatiningrum et al., (2016), Pawirosumarto (2017), Octaviannand (2017), Platis et al., (2015), Hardiyono (2017), and Syahrudin et al., (2016) who found results that job satisfaction has a positive and significant effect on employee performance. However, it is different from research conducted by Mutia Arda (2017) which states that job satisfaction has a positive and insignificant effect on employee performance. then according to Robbin & Judge (2015) people will not do something optimally if they do not have high motivation from within themselves to do it. This is in line with the opinion of Damanauw et al., (2018) which states that motivation is a concept used to describe the power of work and motivation has a positive and significant effect on employee performance, these results are in line with research conducted by Jatiningrum et al., (2016), Wan & Zulaspan (2019), Ferry et al., (2017), Garry (2017), Megantara et al., (2019), Parashakti et al., (2020), Shahzadi et al., (2014), Sitopu (2021), Jayaweera (2015), Setiawan et al., (2019) and Asmawiyah et al., (2020). In contrast to research conducted by Dhermawan et al., (2012) which explains that motivation has no significant effect on employee performance.

Job satisfaction and work motivation which have a significant influence on employee performance are also influenced by organizational culture. Kreitner & Kinicki, (2014 p. 62) also explained that in making employee performance effective and efficient, the organization needs organizational culture as one of the determinants of the characteristics that form work guidelines. Based on the results of research conducted by Al-Musadieq, et al (2018) Organizational culture as one of the variables capable of influencing employee performance, this is in line with research

conducted by Jatiningrum et al., (2016), Wan & Zulaspan (2019), Pawirosumarto (2017), Awadh & Saad, (2013), Gencer et al., (2023), Sihombing et al., (2018), Megantara (2019), Prihatin et al., (2021), Al-Sada (2017) and Jung, (2018) which state that organizational culture has a positive and significant effect on employee performance. However, it is different from research conducted by Sholahuddin (2019), Keijzers (2012) and Syauta et al., (2012) which state that organizational culture has no effect on employee performance. Based on the conceptual problem obtained from the results of previous research and theoretical analysis, it shows that there are inconsistent findings or that there are still research gaps. Furthermore, based on factual problems obtained from pre-research results, it shows low employee performance caused by low work motivation, organizational culture, and job satisfaction. Therefore this study aims to determine the determinants of employee performance with a study on BUMN PT. PLN Persero, Sulselrabar Region.c.

2. Method

The State Electricity Company or abbreviated as PLN is the only State-Owned Enterprise (BUMN) holding an Electricity Business Authorization (PKUK) to meet the availability of electrical energy in Indonesia. This is regulated in Law no. 15 of 1985 concerning electricity (government regulation of Republik Indonesia, 1985). With this law, PLN acts for and on behalf of the Indonesian government in carrying out public service functions in the electricity sector (both for social and commercial purposes). Increasingly dynamic business development requires PT. PLN (Persero) to be able to provide optimal and superior performance in meeting the demands of its stakeholders, to support this, companies need human resources (employees) who are of course qualified, management and development are needed which aim to create productive human beings, with the development or good Human Resources management, an employee can easily face and complete the demands of tasks both in the present and in the future. According to Dessler, (2015, p. 3) Human Resource Management is the process of obtaining, training, appraising and compensating employees, and for dealing with labor relations, health and safety as well as matters related to fairness and detailed matters such as how obtaining human resources for the organization, how to organize within the organization and possibly developing employees must be done as well as possible to create quality human resources and encourage the creation of a quality organization.

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3. Results and Discussion

Respondent Overview

Characteristics of respondents who are employees in the field of planning, trade and service, transmission and distribution, power generation, finance, human resources and general affairs are divided into several demographic aspects. This demographic is gender, age, and last education obtained. The exposure characteristics can be described in Table 1.

Table 1. Characteristics of Respondents

| Indicators/Aspects | Sub-indicators | Percentage |
|--------------------|----------------|------------|
| Gender | Man | 62% |
| | Woman | 38% |
| Age | 20-30 | 29% |

| | | |
|--------------------------|-------------|-----|
| | 31 – 40 | 38% |
| | 41-50 | 11% |
| | > 50 | 26% |
| Education | High School | 13% |
| | Diploma | 29% |
| | Strata 1 | 55% |
| | Strata 2 | 3% |
| Years of Services | 1-10 | 31% |
| | 11 – 20 | 40% |
| | 21– 30 | 6% |
| | >30 | 23% |

Results of Outer Model

The measurement model must reflect the indicators assessed based on the relationship between item scores. The value of the loading factor or external loading must be 0.6 to be declared valid (Black & Babin, 2019). Then next there is the term AVE (Average Variance Extracted) which has a rating value of 0.5 to be declared good or valid. Furthermore, Discriminant Validity is calculated using cross loading with the criterion that if the loading factor value is greater than the correlation between the indicator and other variables, then the indicator is stated to be valid in measuring the corresponding variable. The results of testing the outer model to assess the validity of the indicators show that all of them are declared valid as shown in table 2 below:

Table 2. Validity calculation results

| Variabel | Acronym | Convergent Validity | | Discriminant validity | | | | Result |
|------------------------------------|---------|---------------------|-------|-----------------------|--------|--------|--------|--------|
| | | Loading Factor | AVE | OC | JS | WM | EP | |
| Organizational Culture (OC) | X1.1.1 | 0.664 | 0.765 | 0.664 | 0.453 | -0.106 | 0.128 | Valid |
| | X1.1.2 | 0.644 | | 0.644 | 0.183 | 0.012 | 0.107 | Valid |
| | X1.2.1 | 0.705 | | 0.705 | -0.260 | 0.098 | -0.037 | Valid |
| | X1.2.2 | 0.720 | | 0.720 | -0.319 | 0.206 | -0.160 | Valid |
| | X1.3.1 | 0.606 | | 0.606 | -0.312 | 0.072 | -0.150 | Valid |
| | X1.3.2 | 0.732 | | 0.732 | -0.365 | 0.072 | -0.156 | Valid |
| | X1.4.1 | 0.812 | | 0.812 | -0.081 | 0.158 | -0.035 | Valid |
| | X1.4.2 | 0.747 | | 0.747 | -0.115 | 0.094 | -0.085 | Valid |
| | X1.5.1 | 0.745 | | 0.745 | -0.213 | 0.115 | -0.069 | Valid |
| | X1.5.2 | 0.720 | | 0.720 | -0.061 | -0.088 | -0.061 | Valid |
| | X1.6.1 | 0.635 | | 0.635 | 0.215 | -0.386 | 0.096 | Valid |
| | X1.6.2 | 0.639 | | 0.639 | 0.392 | -0.099 | 0.131 | Valid |
| | X1.7.1 | 0.635 | | 0.635 | 0.382 | -0.119 | 0.188 | Valid |
| | X1.7.2 | 0.601 | | 0.601 | 0.369 | -0.166 | 0.213 | Valid |
| Job Satisfaction (JS) | Y1.1.1 | 0.903 | 0.799 | -0.048 | 0.903 | 0.276 | -0.060 | Valid |
| | Y1.1.2 | 0.901 | | 0.030 | 0.901 | 0.059 | 0.040 | Valid |
| | Y1.2.1 | 0.909 | | 0.069 | 0.909 | 0.069 | 0.028 | Valid |
| | Y1.2.2 | 0.879 | | 0.096 | 0.879 | -0.118 | 0.101 | Valid |
| | Y1.3.1 | 0.893 | | -0.025 | 0.893 | -0.180 | -0.082 | Valid |
| | Y1.3.2 | 0.867 | | -0.035 | 0.867 | -0.348 | 0.104 | Valid |
| | Y1.4.1 | 0.917 | | 0.015 | 0.917 | -0.212 | -0.002 | Valid |
| | Y1.4.2 | 0.897 | | -0.037 | 0.897 | -0.003 | -0.098 | Valid |
| | Y1.5.1 | 0.900 | | -0.006 | 0.900 | 0.148 | -0.057 | Valid |
| | Y1.5.2 | 0.872 | | -0.063 | 0.872 | 0.302 | 0.032 | Valid |
| Work Motivation (WM) | Y2.1.1 | 0.878 | 0.773 | -0.188 | 0.064 | 0.878 | -0.135 | Valid |
| | Y2.1.2 | 0.835 | | -0.196 | 0.054 | 0.835 | -0.226 | Valid |
| | Y2.2.1 | 0.719 | | -0.034 | 0.068 | 0.719 | -0.210 | Valid |
| | Y2.2.2 | 0.682 | | 0.178 | 0.183 | 0.682 | 0.159 | Valid |
| | Y2.3.1 | 0.680 | | 0.227 | 0.074 | 0.680 | 0.202 | Valid |
| | Y2.3.2 | 0.608 | | 0.339 | -0.095 | 0.608 | 0.112 | Valid |
| | Y2.4.1 | 0.703 | | 0.190 | -0.086 | 0.703 | 0.008 | Valid |
| | Y2.4.2 | 0.722 | | -0.061 | -0.130 | 0.722 | 0.072 | Valid |
| | Y2.5.1 | 0.846 | | -0.130 | -0.067 | 0.846 | 0.051 | Valid |
| | Y2.5.2 | 0.846 | | -0.130 | -0.067 | 0.846 | 0.051 | Valid |
| Employee Performance (EP) | Y3.1.1 | 0.871 | 0.628 | -0.028 | -0.107 | 0.069 | 0.871 | Valid |
| | Y3.1.2 | 0.586 | | -0.172 | -0.023 | 0.154 | 0.586 | Valid |

| | | | | | | |
|--------|-------|--------|--------|--------|-------|-------|
| Y3.2.1 | 0.672 | -0.112 | 0.143 | -0.500 | 0.672 | Valid |
| Y3.2.2 | 0.632 | 0.025 | -0.096 | 0.663 | 0.632 | Valid |
| Y3.3.1 | 0.608 | -0.039 | 0.056 | 0.343 | 0.608 | Valid |
| Y3.3.2 | 0.612 | -0.048 | -0.001 | -0.344 | 0.612 | Valid |
| Y3.4.1 | 0.629 | 0.282 | 0.309 | -0.440 | 0.629 | Valid |
| Y3.4.2 | 0.617 | 0.080 | -0.041 | 0.481 | 0.617 | Valid |
| Y3.5.1 | 0.626 | 0.098 | 0.194 | -0.025 | 0.626 | Valid |
| Y3.5.2 | 0.636 | 0.052 | 0.086 | -0.343 | 0.636 | Valid |
| Y3.6.1 | 0.629 | 0.123 | -0.327 | 0.684 | 0.629 | Valid |
| Y3.6.2 | 0.663 | 0.068 | -0.193 | 0.464 | 0.663 | Valid |

The composite reliability value of 0.7 can determine the reliability value. Even so, some experts also state that a composite reliability value of 0.6 is still acceptable (Black & Babin, 2019). In addition, variable reliability can also be calculated using the Alpha Cronbach formula. Table 2 explains that all variables can fulfill the reliable requirements, namely with each value of composite reliability and Alpha Chronbach having a value of 0.7.

Table 3. Composite reliability dan cronbach's alpha

| No | Variable | Composite Reliability | Alpha Chronbach |
|----|-----------------------------|-----------------------|-----------------|
| 1 | Organizational Culture (OC) | 0.923 | 0.910 |
| 2 | Job Satisfaction (JS) | 0.975 | 0.972 |
| 3 | Work Motivation (WM) | 0.930 | 0.915 |
| 4 | Employee Performance (EP) | 0.733 | 0.744 |

Goodness of fit Model used to determine the magnitude of the ability of exogenous variables to explain the diversity of endogenous variables, or in other words to determine the magnitude of the contribution of exogenous variables to endogenous variables. Goodness of fit Model in the PLS analysis is carried out using the coefficient of determination (R-Square) and Q-Square predictive relevance (Q^2), and the results can be seen in table 3 below:

Table 4. R-Square and Q-Square predictive relevance (Q^2)

| No | Dependent | Acronym | R-Squared | Q-Squared |
|----|----------------------|---------|-----------|-----------|
| 1 | Job Satisfaction | (JS) | 0.181 | 0.183 |
| 2 | Work Motivation | (WM) | 0.419 | 0.410 |
| 3 | Employee Performance | (EP) | 0.487 | 0.479 |

Based on table 4, R-square variabel job satisfaction worth 0.181. This can show that the job satisfaction variable is able to be explained by variables organizational culture of 0.181, while Q-square variabel job satisfaction is worth 0.183. R-square the variable Work Motivation has a value of 0.419 which indicates that the variable Work Motivation can be explained by variables organizational culture and job satisfaction of 0.419, while Q-square variable work motivation worth 0.410. R-square the Employee Performance variable has a value of 0.487 which indicates that the Employee Performance variable can be explained by variables organizational culture, job satisfaction and Work Motivation of 0.487, while Q-square the Employee Performance variable has a value of 0.479. The results of testing the inner model are as follows:

Hypothesis Test

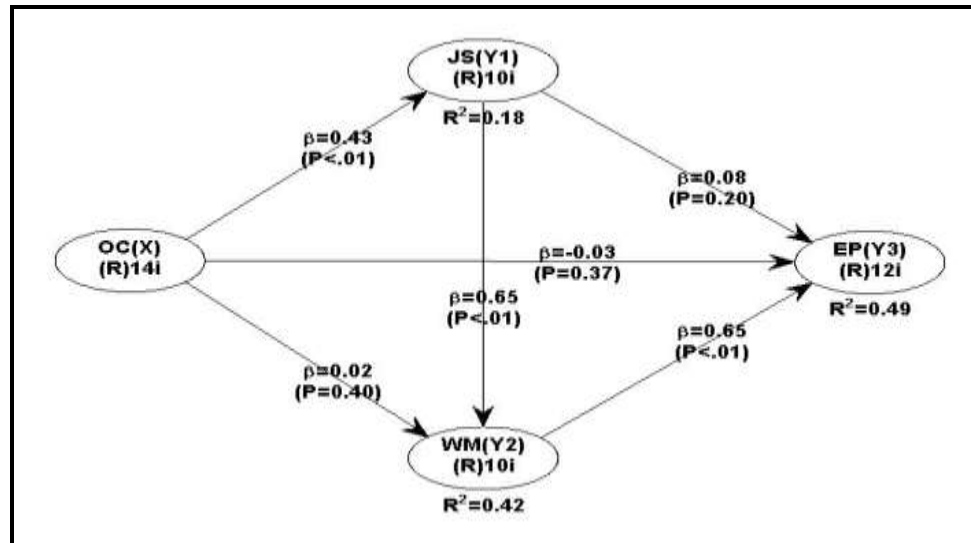


Fig. 1. Inner model test results

The results of the inner model test show the results of the hypothesis test which can be seen in table 5 below.

Table 5. Hypothesis Test

| No | Independent | Dependent | Path Coefficient | SE | P-value | Keterangan |
|----|------------------------|----------------------|------------------|-------|---------|---------------|
| 1 | Organizational Culture | Job Satisfaction | 0.426 | 0.083 | <0.001 | Significant |
| 2 | Organizational Culture | Employee Performance | 0.049 | 0.092 | 0.366 | Insignificant |
| 3 | Organizational Culture | Work Motivation | -0.032 | 0.092 | 0.400 | Insignificant |
| 4 | Job Satisfaction | Work Motivation | 0.647 | 0.079 | <0.001 | Significant |
| 5 | Job Satisfaction | Employee Performance | 0.077 | 0.091 | 0.198 | Insignificant |
| 6 | Work Motivation | Employee Performance | 0.652 | 0.078 | <0.001 | Significant |

Discussion

The results of the first hypothesis testing show that the Organizational Culture variable and the Job Satisfaction variable returns a value path coefficient of 0.426. Mark Path coefficient means that both variables show a positive influence. That is, Organizational Culture has a positive effect on Job Satisfaction. Next, value p-value between the Organizational Culture variable and the Job Satisfaction variable, namely <0.001. The test results show that p-value < level of significance (alpha = 5%). This means Organizational Culture variable positive and significant effect on the Job Satisfaction variable. Therefore, these results support the first hypothesis of this study which states "Organizational Culture significant effect on Job Satisfaction ". Positive and significant influence between Organizational Culture variables on the Job Satisfaction variable shows the higher the Organizational Culture owned by employees of PT. PLN Persero for the Sulselrabar Region will increase Job Satisfaction-significantly. Vice versa, if employees of PT. PLN Persero for the Sulselrabar Region does not have an Organizational Culture, so employees will have a low Job Satisfaction tendency. This shows that Innovation and risk taking, Attention to detail, Outcome orientation, People orientation, Team orientation, Aggressiveness, and Stability (Robbin & Judge, 2015) which is part of the Organizational Culture at PT. PLN Persero Sulselrabar Region can increase employee job satisfaction as measured by job satisfaction, work compatibility with personality, wages and promotions, co-workers and superiors, and working environment conditions Luthans (2018) and Rivai, (2017).

The results of this study are in line with the theory that is used as the basis for the first hypothesis, namely Social Identity theory that explains individual identity in relation to organizational culture and how this affects job satisfaction (Chenet al.,2019). According to Ashforth & Mael, (1989) shows that organizational culture can act as a source of identity for employees, which in turn affects job satisfaction and organizational commitment. The results of this study

corroborate the findings of previous research conducted by Syahrums et al., (2016), Meng & Berger (2019), Hardiyono, et al., (2017), Pawirosumarto et al., (2017), Megantara (2019), Sutoro, (2020) which states that organizational culture has a positive effect on job satisfaction.

The results of the first hypothesis testing show that the Organizational Culture variable and the variable Employee Performance returns a value path coefficient of 0.049. Mark Path coefficient means that both variables show a positive influence. That is, Organizational Culture has a positive effect on Employee Performance. Next, value p-value between the Organizational Culture variable and the Employee Performance variable, namely 0.366. The test results show that p-value > level of significance ($\alpha = 5\%$). This means the Organizational Culture variable has a positive and insignificant effect on the Employee Performance variable. Therefore, these results do not support the second hypothesis of this study which states "Organizational Culture significant effect on Employee Performance". Positive and insignificant influence between Organizational Culture variables on the Employee Performance variable shows the higher the Organizational Culture owned by employees of PT. PLN Persero for the Sulsehrabar Region will increase Employee Performance-, but the increase was not significant. This shows that Innovation and risk taking, Attention to detail, Outcome orientation, People orientation, Team orientation, Aggressiveness, and Stability (Robbin & Judge, 2015) which is part of the Organizational Culture at PT. PLN Persero for the Sulsehrabar Region did not significantly increase Employee Performance be measured of Quality, Quantity, Timeliness, cost effectiveness, Need for supervision, Interpersonal Impact (Sekaran & Bougie, 2017).

The results of this study provide evidence that is different from the theory that is used as the basis for the second hypothesis, namely Social Identity theory which explains that organizational culture includes values, norms, and traditions that are shared by members of the organization, and can influence the way individuals behave and perform within the organization. Haslam et al., (2008) showed that a strong organizational culture can improve employees' social identity, which in turn can improve employee performance. The results of this study are not in line with the findings of previous studies conducted by Jatiningrum et al., (2016), Wan & Zulaspan (2019) Pawirosumarto (2017), Nazaruddin (2017), Hardiyono et al., (2017), Al-Musadieq et al., (2018), Zukarnaen et al., (2020), Prihatin et al., (2021) which states that organizational culture has a significant effect on Employee Performance.

The results of testing the third hypothesis show that the Organizational Culture variable and the variable Work Motivation produces a value path coefficient of -0.032. Mark Path coefficient means that both variables show a negative effect. That is, Organizational Culture has a negative effect on Work Motivation. Next, value p-value between the Organizational Culture variable and the Work Motivation variable, namely 0.400. The test results show that p-value < level of significance ($\alpha = 5\%$). This means Organizational Culture variable negative and not significant effect on the variable Work Motivation. Therefore, these results do not support the third hypothesis of this study which states "Organizational Culture significant effect on Work Motivation". Negative and significant influence between Organizational Culture variables on the Work Motivation variable shows the higher the Organizational Culture owned by employees of PT. PLN Persero for the Sulsehrabar Region will reduce Work Motivation-it is not significant. This shows that Innovation and risk taking, Attention to detail, outcome orientation, people orientation, team orientation, aggressiveness, and stability (Robbin & Judge, 2015) which is part of the Organizational Culture at PT. PLN Persero for the Sulsehrabar Region if it is too high it can reduce it Achievement, Recognition, Responsibility, Advancement, and Possibility for Growth (Harzberg, Siagian, 2018) or reduce employee work motivation.

The results of this study provide evidence that is different from the theory that is used as the basis for the third hypothesis, namely Social Identity theory which explains that employees who feel connected to the social identity of the organization tend to be more motivated to work hard and make a greater contribution to the organization (Schneider & Macey, 2013). According to Ellemers et al., (2004) social identity and recognition of social identity can increase work motivation and group performance. Ashforth and Mael (1989) also found that organizational culture can affect employee motivation and performance. The results of this study are not in line with the findings of previous studies conducted by Syahrums et al., (2016), Meng & K. Berger (2018), Hardiyono et al., (2017), Pawirosumarto et al., (2017), Agbozo, (2017), Lessar and Serang (2019), Taheri et al., (2020) which state that organizational culture has a significant effect on Work Motivation.

The results of testing the fourth hypothesis show that the Job Satisfaction and Work Motivation variables produce values with a path coefficient of 0.647. Markpath coefficient it means that both variables show a positive influence. This means that Job Satisfaction has a positive effect on Work Motivation. Next, value p-value between the Job Satisfaction variable and the Work Motivation variable, namely <0.001 . The test results show that p-value $<$ level of significance ($\alpha = 5\%$). This means that the Job Satisfaction variable has a positive and significant effect on the Work Motivation variable. Therefore, these results support the fourth hypothesis of this study which states "Job Satisfaction has a significant effect on Work Motivation". The positive and significant influence of the Job Satisfaction variable on the Work Motivation variable shows the higher the Job Satisfaction of PT. PLN Persero for the Sulsebarab Region will increase Work Motivation-significantly. Vice versa, if employees of PT. PLN Persero for the Sulsebarab Region does not have good Job Satisfaction, so employees will have a low Work Motivation tendency. This shows job satisfaction, work compatibility with personality, wages and promotions, co-workers and superiors, and working environment conditions (Luthans, 2018 and Rivai 2017) which are part of Job Satisfaction at PT. PLN Persero for the Sulsebarab Region can increase the Work Motivation of its employees be measured from Achievement, Recognition, Responsibility, Advancement, and Possibility for Growth (Harzberg, Siagian, 2018).

The results of this study provide evidence that is different from the theory used as the basis for the fourth hypothesis, namely social exchange theory which explains that employee motivation and job satisfaction are influenced by social exchanges between employees and the organizations where they work (Wan and Zulaspan, 2019). According to Chen and Wu, (2017) organizations that are able to provide support and pay attention to employee needs will increase employee motivation and job satisfaction, and help build strong organizational commitment. The results of this study are in line with the findings of previous studies conducted by Afifa & Al-Musadieq (2017), AkAdely, (2018), Wan and Zulaspan (2019), Octavianad (2017), and Munawirsyah (2017) which states that Job Satisfaction has a significant effect on Work Motivation.

The results of the fifth hypothesis test show that the Job Satisfaction and Employee Performance variables produce values with a path coefficient of 0.077. Markpath coefficient it means that both variables show a positive influence. This means that Job Satisfaction has a positive effect on Employee Performance. Next, value p-value between the Job Satisfaction variable and the Employee Performance variable, namely 0.198. The test results show that p-value $>$ level of significance ($\alpha = 5\%$). This means that the Job Satisfaction variable has a positive and insignificant effect on the Employee Performance variable. Therefore, these results do not support the fifth hypothesis of this study which states "Job Satisfaction has a significant effect on Employee Performance". The positive and insignificant effect of the Job Satisfaction variable on the Employee Performance variable shows that the higher the Job Satisfaction of employees at PT. PLN Persero for the Sulsebarab Region will increase Employee Performance-, but the increase was not significant. This shows job satisfaction, work compatibility with personality, wages and promotions, co-workers and superiors, and working environment conditions (Luthans, 2018 and Rivai 2017) which are part of Job Satisfaction at PT. PLN Persero Sulsebarab Region did not significantly increase Employee Performance as measured by Quality, Quantity, Timeliness, cost effectiveness, Need for supervision, Interpersonal Impact (Sekaran & Bougie, 2017).

The results of this study provide evidence that is different from the theory that is used as the basis for the fifth hypothesis, namely social exchange theory which explains that employee job satisfaction is influenced by social exchanges between employees and the organizations where they work (Wan and Zulaspan, 2019). According to Wu et al., (2017) organizations that are able to provide support and pay attention to employee needs will increase employee job satisfaction which can ultimately improve employee performance. The results of this study are not in line with the findings of previous studies conducted by Andreas et al., (2017), Jatiningrum et al., (2016) Al-Musadieq et al., (2018), Setiawan et al., (2021), Sari & Candra, (2020), Sembiring (2020) which states that Job Satisfaction has a significant effect on Employee Performance.

The results of the sixth hypothesis test show that the Work Motivation and Employee Performance variables produce values with a path coefficient of 0.652. Markpath coefficient it means that both variables show a positive influence. This means that Work Motivation has a positive effect on Employee Performance. Next, value p-value between the Work Motivation variable and the Employee Performance variable, namely <0.001 . The test results show that p-value $<$ level of

significance ($\alpha = 5\%$). This means that the Work Motivation variable has a positive and significant effect on the Employee Performance variable. Therefore, these results support the sixth hypothesis of this study which states "Work Motivation has a significant effect on Employee Performance". The positive and significant influence between the Work Motivation variable on the Employee Performance variable shows the higher the Work Motivation of the employees of PT. PLN Persero for the Selselrabar Region will increase Employee Performance-her, significantly. It shows Achievement, Recognition, Responsibility, Advancement, and Possibility for Growth (Harzberg, Siagian, 2018) which is part of Work Motivation at PT. PLN Persero Selselrabar Region has significantly increased Employee Performance as measured by Quality, Quantity, Timeliness, cost effectiveness, Need for supervision, Interpersonal Impact (Sekaran & Bougie, 2017).

The results of this study provide evidence that is in line with the theory that is used as the basis for the sixth hypothesis, namely social exchange theory which explains that employee motivation is influenced by social exchanges between employees and the organizations where they work (Wan and Zulaspan, 2019). According to Wu et al., (2017) organizations that are able to provide support and pay attention to employee needs will increase employee motivation which in turn can improve employee performance. The results of this study are in line with the findings of previous studies conducted by Platis et al., (2015), Hardiyono (2017), Syahrums et al., (2016), Rasto et al., (2018), Prihatin et al., (2021) which states that Work Motivation has a significant effect on Employee Performance.

4. Conclusion

The findings in this study have theoretically provided empirical evidence of social exchange theory and Social Identity theory at PT. PLN Persero, Selselrabar Region. There are three variables that were proposed to show significant results and three of them proved to be insignificant. Organizational culture has no significant effect on employee performance which indicates that if organizational culture is too high it tends to increase employee performance insignificantly. The author realizes that the results of this study cannot be generalized. This research is only the result of a survey of respondents at PT. PLN Persero Selselrabar Region and at certain times, with a limited number of employees involved as respondents. It is possible to obtain different results if tested on respondents who are all employees of PT. PLN Persero in Indonesia. For future research, it is hoped that it will also consider the use of other variables, besides those used in this study.

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