Optimizing Employee Performance

Olfan Fuary,Sri Rahayu,Darmilisani

Abstract
This study aims to analyze the effect of organizational culture and motivation on job satisfaction at the Class I TPI Padang Immigration Office work unit in West Sumatra. The research employed a quantitative associative approach using a survey technique through questionnaires. The research sample consisted of 107 employees selected using a saturated sampling (census) technique. Data were analyzed using SPSS, including validity tests, reliability tests, classical assumption tests, and multiple linear regression analysis. The results show that all instrument items were valid and reliable. The classical assumption tests indicate that the data are normally distributed, free from multicollinearity, and free from heteroscedasticity. The regression analysis shows that organizational culture has a positive and significant effect on job satisfaction (t = 3.774 > t table = 1.983; sig. = 0.000), motivation has a positive and significant effect on job satisfaction (t = 9.287 > t table = 1.983; sig. = 0.000), and organizational culture and motivation simultaneously have a significant effect on job satisfaction (F = 260.0 > F table = 3.09; sig. = 0.000), contributing 83.3% (R^2 = 0.833), while the remaining 16.7% is influenced by other variables outside this study. Motivation shows a more dominant influence than organizational culture on employee job satisfaction.

Keywords: Organizational Culture, Motivation, Job Satisfaction, Multiple Linear Regression

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Introduction

Human resources are the primary asset of any organization, including government institutions such as the Class I TPI Padang Immigration Office, which plays an important role in providing immigration services in West Sumatra. An organization's success in achieving its goals is largely determined by the extent to which employees feel satisfied with their work, since job satisfaction is closely related to productivity, loyalty, and the quality of service provided to the public.

Employee job satisfaction is influenced by various factors, including organizational culture and work motivation. A strong and positive organizational culture can create a conducive work environment, enhance employees' sense of belonging, and shape work behavior patterns that align with the institution's values. On the other hand, high work motivation encourages employees to work more optimally, take responsibility, and remain committed to the tasks assigned to them.

Based on preliminary observations, there are indications of variation in the level of employee job satisfaction at the Class I TPI Padang Immigration Office work unit, which is suspected to be related to the implementation of an organizational culture that has not been fully optimal, as well as varying levels of work motivation among employees. Therefore, this study aims to analyze the effect of organizational culture and motivation on job satisfaction, both partially and simultaneously, at the Class I TPI Padang Immigration Office work unit in West Sumatra.

Literature Review

2.1 Job Satisfaction

Job satisfaction is a pleasant emotional attitude of loving one's work, which is reflected through work morale, discipline, and job performance. Job satisfaction reflects a person's feelings toward their job, which can be seen from employees' positive attitude toward their work and everything they encounter in their work environment.

2.2 Organizational Culture

Organizational culture is a system of values, beliefs, and norms shared by members of an organization that distinguishes one organization from another and serves as a behavioral guide in carrying out daily work activities. A strong organizational culture can improve the consistency of employee behavior and strengthen commitment to organizational goals.

2.3 Motivation

Motivation is a drive, whether originating from within the individual (intrinsic) or from outside the individual (extrinsic), that moves a person to take action in order to achieve a certain goal. In an organizational context, work motivation relates to employees' enthusiasm, passion, and earnestness in carrying out their duties and responsibilities.

Research Methodology

This study uses a quantitative approach with a causal associative research design, aimed at determining the effect between the independent variables and the dependent variable. The population in this study consists of all employees at the Class I TPI Padang Immigration Office work unit in West Sumatra, with a sample size of 107 people determined using the saturated sampling (census) technique.

The research variables consist of two independent variables, namely Organizational Culture (X1), measured through 4 (four) indicators/items, and Motivation (X2), measured through 4 (four) indicators/items, as well as one dependent variable, namely Job Satisfaction (Y), measured through 3 (three) indicators/items. Each statement item was measured using a 1–5 Likert scale.

Data collection was carried out by distributing questionnaires to all respondents. The data obtained were then analyzed using the SPSS (Statistical Package for the Social Sciences)

program through the following stages: (1) instrument validity and reliability tests; (2) classical assumption tests (normality, multicollinearity, and heteroscedasticity); (3) multiple linear regression analysis; and (4) hypothesis testing through the t-test (partial), F-test (simultaneous), and the coefficient of determination (R^2).
The multiple linear regression model used in this study is formulated as follows:

$$Y = a + b1X1 + b2X2 + e$$

Description: Y = Job Satisfaction; a = constant; b1, b2 = regression coefficients; X1 = Organizational Culture; X2 = Motivation; e = error term.

Results

3.1 Respondent Characteristics and Descriptive Statistics

This study involved 107 employee respondents at the Class I TPI Padang Immigration Office work unit in West Sumatra. The descriptive statistics of each variable are presented in the following table.

Table 1. Descriptive Statistics of Research Variables

Variable	N	Min Total Score	Max Total Score	Total Mean	Mean per Item	Category
Organizational Culture (X1)	107	11	20	15.64	3.91	Good
Motivation (X2)	107	11	20	15.90	3.97	Good
Job Satisfaction (Y)	107	9	15	11.89	3.96	Good

Source: SPSS 25 data processing results

3.2 Validity and Reliability Test

The validity test was carried out by correlating the score of each item with the total score of the variable (Pearson Product Moment), with an r-table value for n = 107 (df = n-2 = 105) at a 5% significance level of 0.190. The validity test results are presented in the following table.

Table 2. Results of the Research Instrument Validity Test

Item	r-count	r-table	Remarks
X1.1	0.896	0.190	Valid
X1.2	0.818	0.190	Valid
X1.3	0.852	0.190	Valid
X1.4	0.850	0.190	Valid
X2.1	0.855	0.190	Valid
X2.2	0.817	0.190	Valid
X2.3	0.787	0.190	Valid
X2.4	0.815	0.190	Valid
Y1	0.920	0.190	Valid
Y2	0.882	0.190	Valid
Y3	0.851	0.190	Valid

Source: SPSS 25 data processing results

Based on Table 2, all items in the three variables have an r-count value > r-table (0.190), so all statement items are declared valid and suitable for use as a research instrument.

Next, the reliability test was carried out using the Cronbach's Alpha coefficient, with the criterion that the instrument is declared reliable if the Cronbach's Alpha value is > 0.60.

Table 3. Results of the Research Instrument Reliability Test

Variable	Cronbach's Alpha	N of Items	Remarks
Organizational Culture (X1)	0.874	4	Reliable
Motivation (X2)	0.833	4	Reliable
Job Satisfaction (Y)	0.858	3	Reliable

Source: SPSS 25 data processing results

The reliability test results show that all variables have a Cronbach's Alpha value above 0.60, so the research instrument is declared reliable and consistent for measuring the research variables.

3.2 Classical Assumption Test

a. Normality Test

The normality test was carried out using the Kolmogorov-Smirnov test on the residual values of the regression model. The test results show a K-S statistic of 0.082 with a significance value (Asymp. Sig. 2-tailed) of 0.451 (> 0.05), so it can be concluded that the residual data are normally distributed.

b. Multicollinearity Test

Table 4. Multicollinearity Test Results

Variable	Tolerance	VIF	Remarks
Organizational Culture (X1)	0.306	3.272	No Multicollinearity
Motivation (X2)	0.306	3.272	No Multicollinearity

Source: SPSS 25 data processing results

The VIF value for both independent variables is 3.272 (< 10) with a Tolerance value of 0.306 (> 0.10), so it can be concluded that there is no multicollinearity among the independent variables in the regression model.

c. Heteroscedasticity Test

The heteroscedasticity test was carried out using the Glejser test, which regresses the absolute residual values on the independent variables. The test results show significance values for the Organizational Culture variable of 0.648 and for Motivation of 0.754, both of which are greater than 0.05, so it can be concluded that the regression model is free from heteroscedasticity (i.e., it is homoscedastic).

3.4 Multiple Linear Regression Analysis

The results of the multiple linear regression analysis using SPSS are presented in the following table :

Table 5. Results of the Multiple Linear Regression Analysis

Variable	B (Unstandardized)	Std. Error	Beta (Standardized)	t-count	Sig.
Constant	-0.048	0.530	-	-0.091	0.928
Organizational Culture (X1)	0.203	0.054	0.273	3.774	0.000
Motivation (X2)	0.551	0.059	0.673	9.287	0.000

Source: SPSS 25 data processing results

Based on Table 5, the following multiple linear regression equation is obtained:

Y = -0,048 + 0,203 X1 + 0,551 X2

This equation shows that the constant value of -0.048 (not significant, sig. = 0.928) means that in the absence of any influence from organizational culture and motivation, the job satisfaction value approaches zero. The regression coefficient of X1 at 0.203 indicates that each one-unit increase in organizational culture will increase job satisfaction by 0.203 units, assuming other variables remain constant. The regression coefficient of X2 at 0.551 indicates that each one-unit increase in motivation will increase job satisfaction by 0.551 units, assuming other variables remain constant. The Beta coefficient values indicate that motivation (0.673) contributes a greater influence than organizational culture (0.273) on employee job satisfaction.

3.5 Hypothesis Testing

a. t-Test (Partial)

The t-table value at degrees of freedom (df) = n - k - 1 = 107 - 2 - 1 = 104, at a 5% significance level (two-tailed), is 1.983.

1. The Effect of Organizational Culture on Job Satisfaction: the t-count value obtained is 3.774 > t-table 1.983, with a significance value of 0.000 < 0.05. Thus, H1 is accepted, meaning that organizational culture has a positive and significant effect on employee job satisfaction.
2. The Effect of Motivation on Job Satisfaction: the t-count value obtained is 9.287 > t-table 1.983, with a significance value of 0.000 < 0.05. Thus, H2 is accepted, meaning that motivation has a positive and significant effect on employee job satisfaction.

b. F-Test (Simultaneous)

Table 6. F-Test Results (Simultaneous)

Model	F-count	F-table	Sig.	Remarks
Regression	260.0	3.09	0.000	Significant

Source: SPSS 25 data processing results

The F-table value at df1 = 2 and df2 = 104, at a 5% significance level, is 3.09. The test results show an F-count of 260.0 > F-table 3.09, with a significance value of 0.000 < 0.05. Thus, H3 is accepted, meaning that organizational culture and motivation simultaneously have a positive and significant effect on employee job satisfaction.

c. Coefficient of Determination (R^2)

Table 7. Coefficient of Determination Test Results

R	R Square	Adjusted R Square
0.913	0.833	0.830

Source: SPSS 25 data processing results

The R Square value of 0.833 indicates that 83.3% of the variation in employee job satisfaction can be explained by the organizational culture and motivation variables together,

while the remaining 16.7% is explained by other variables not examined in this study, such as compensation, work environment, leadership, or other working conditions.

Discussion

The research results show that organizational culture has a positive and significant effect on employee job satisfaction at the Class I TPI Padang Immigration Office work unit in West Sumatra. This finding indicates that the better the implementation of organizational culture — such as the values of integrity, professionalism, and teamwork — the higher the level of employee job satisfaction. This is in line with the view that a strong organizational culture can create a conducive work climate and support employees' psychological comfort at work.

Motivation was also proven to have a positive and significant effect on job satisfaction, even with a more dominant contribution than organizational culture (Beta = 0.673 vs 0.273). This finding confirms that drives originating both from within the employee and from the work environment — such as recognition of work achievements, career development opportunities, and incentives — play an important role in shaping employee job satisfaction at the Class I TPI Padang Immigration Office.

Simultaneously, organizational culture and motivation make a substantial contribution (83.3%) to employee job satisfaction. This shows that both variables are important determinant factors that require serious attention from the institution's leadership in efforts to improve job satisfaction, which is ultimately expected to have an impact on improving performance and the quality of immigration services provided to the public.

Conclusion

1. Based on the results of the analysis and discussion, it can be concluded that: (1) organizational culture has a positive and significant effect on employee job satisfaction at the Class I TPI Padang Immigration Office work unit in West Sumatra;
2. (2) motivation has a positive and significant effect on employee job satisfaction, with a more dominant contribution than organizational culture; and
3. (3) organizational culture and motivation simultaneously have a positive and significant effect on employee job satisfaction, with a contribution of 83.3%, while the remaining 16.7% is influenced by other variables outside this study.

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