

The Impact of Corporate Culture, Competence, and Remuneration on Job Satisfaction and Its Implications for Employee Performance: Evidence from PT Applikanusa Lintasarta

Antonius Sapto Ariyanto

Postgraduate Program, Master of Management, Kusuma Negara College of Economics, Jakarta, Indonesia

email: antonius@stiekusumanegara.ac.id

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ABSTRACT

This study aims to examine the influence of corporate culture, competence, and remuneration on job satisfaction and their impact on employee performance at PT. Applikanusa Lintasarta. The research adopts a quantitative approach using a survey method, where primary data were collected through structured questionnaires distributed to employees. A total of 88 valid responses were analyzed using descriptive statistics and path analysis to evaluate both direct and indirect relationships among variables. The results indicate that corporate culture and remuneration have a significant positive effect on job satisfaction, while competence does not significantly influence job satisfaction. Remuneration is identified as the most dominant factor affecting job satisfaction. Furthermore, competence and corporate culture are found to have significant direct effects on employee performance, with competence being the most influential variable. In contrast, remuneration and job satisfaction do not have a significant direct impact on employee performance. Additionally, job satisfaction does not act as a strong mediating variable between independent variables and performance. These findings suggest that employee performance is primarily driven by competence and supported by a strong organizational culture, whereas remuneration mainly influences employees' level of satisfaction rather than performance outcomes. The study highlights the importance of aligning human resource strategies, particularly in enhancing employee competence and strengthening organizational culture, while also improving compensation systems to increase job satisfaction.

Keywords: Corporate Culture, Competence, Remuneration, Job Satisfaction, Employee Performance, Path Analysis

JEL Classifications: JEL Classifications codes.

1. INTRODUCTION

Background

In the era of globalization, business competition has become increasingly intense and dynamic, requiring organizations to continuously adapt to environmental changes. Rapid developments in technology, information systems, and communication have significantly transformed business processes, forcing companies to respond quickly to market demands and shifting industry trends. Organizations that fail to adapt to these changes risk losing their competitiveness and sustainability. Therefore, transformation becomes a strategic necessity to ensure long-term survival and growth.

Human resources play a critical role in determining organizational success. As a dynamic and strategic asset, human resources influence whether an organization can effectively respond to environmental challenges and achieve its objectives. Organizations that possess competent, skilled, and knowledge-based employees are more likely to achieve superior performance and sustain competitive advantage.

PT. Aplikanusa Lintasarta, a company operating in the telecommunications sector, has undergone a significant transformation in response to changes in market demand, shifting its business focus from Data Communication (Data Com) services to Value Added Services (VAS). This transformation was driven by declining revenue in Data Com and increasing demand for VAS. The transformation includes changes in organizational culture, employee competencies, remuneration systems, and organizational structure. The implementation of corporate values through the PRIDE principles (Partnership, Respect, Integrity, Dedication, and Empathy) reflects efforts to align employee behavior with organizational goals and improve performance.

Organizational culture is defined as a system of shared values, beliefs, and norms that guide employee behavior within an organization (Schein, 1997; Sutrisno, 2011). A strong organizational culture can facilitate communication, enhance commitment, and create a supportive work environment that leads to higher job satisfaction and performance (Robbins, 1996). In addition, competence represents the knowledge, skills, and abilities that enable employees to perform effectively in their roles (Boulter et al., 2003). Employees with higher competence are better equipped to adapt to organizational changes and contribute to improved performance.

Remuneration, as part of the compensation system, plays a significant role in influencing employee motivation and satisfaction. Compensation

is defined as all forms of rewards received by employees in return for their contributions (Handoko, 1992; Sutrisno, 2011). A fair and appropriate remuneration system can increase employee satisfaction and motivate higher performance, while inadequate compensation may lead to dissatisfaction and reduced productivity (Gibson et al., 1997).

Job satisfaction reflects employees' emotional responses to their work and is closely related to organizational culture, competence, and remuneration. Employees who experience higher job satisfaction tend to demonstrate stronger motivation and better performance (Koesmono, 2005). Furthermore, performance is defined as the level of achievement of work results in accordance with organizational goals and responsibilities (Robbins, 2002; Gani, 2009).

Based on these considerations, this study examines the influence of organizational culture, competence, and remuneration on job satisfaction and employee performance. This study also analyzes the mediating role of job satisfaction in explaining the relationship between these variables and performance.

Problem Formulation

This study focuses on examining how organizational culture, competence, and remuneration are implemented within PT. Aplikanusa Lintasarta and how these variables influence job satisfaction and employee performance. In addition, this study explores whether job satisfaction mediates the relationship between organizational culture, competence, remuneration, and employee performance, both directly and indirectly.

Research Objectives

This study aims to analyze the implementation of organizational culture, competence, and remuneration within PT. Aplikanusa Lintasarta, as well as to examine their influence on job satisfaction and employee performance. Furthermore, this study seeks to identify both direct and indirect effects among these variables, particularly the mediating role of job satisfaction.

Research Significance

This study contributes to the development of knowledge in human resource management and organizational behavior by integrating organizational culture, competence, remuneration, job satisfaction, and performance into a comprehensive framework. Practically, the findings are expected to provide insights for management in designing effective strategies to enhance employee satisfaction and improve performance.

Conceptual Framework and Hypotheses

This study is based on the assumption that organizational culture, competence, and remuneration influence job satisfaction, which in turn affects employee performance. Organizational culture shapes employee behavior through shared values, competence determines employees' ability to perform tasks effectively, and remuneration acts as a motivational factor influencing employee attitudes.

It is hypothesized that organizational culture, competence, and remuneration have significant effects on job satisfaction, and job satisfaction significantly influences employee performance. In addition, organizational culture, competence, and remuneration are expected to have direct effects on performance as well as indirect effects through job satisfaction as a mediating variable.

2. Literature Review

Organizational Culture

Organizational culture represents a fundamental element in shaping employee behavior and organizational performance. It refers to a system of shared values, beliefs, assumptions, and norms that are developed and adopted by members of an organization as guidelines for behavior and problem-solving (Sutrisno, 2011). Culture functions as the "soul" of the organization, influencing how individuals perceive, think, and act within the organizational context. A strong organizational culture can enhance alignment among employees, strengthen commitment, and support the achievement of organizational goals.

From a managerial perspective, leaders must understand and manage organizational culture effectively. A supportive culture can contribute positively to productivity and organizational development, while an outdated or misaligned culture may hinder performance and adaptability. Organizations that fail to adjust their cultural values to environmental changes often experience internal conflicts, declining competitiveness, and difficulties in responding to external challenges.

According to Schein (1997), culture consists of basic assumptions that are learned and developed by a group as it solves problems of external adaptation and internal integration. These assumptions are then taught to new members as the correct way to perceive and respond to organizational issues. Similarly, Robbins (1996) emphasizes that organizational culture creates a distinct identity, facilitates commitment, and enhances social system stability within the organization.

A strong organizational culture is characterized by deeply embedded values that influence employee behavior unconsciously. Such a

culture promotes coordination, integration, and consistency in organizational activities, leading to improved effectiveness and performance. In contrast, a weak culture may result in low commitment and misalignment between individual and organizational goals.

Functions and Characteristics of Organizational Culture

Organizational culture serves several important functions within an organization. It differentiates one organization from another, provides a sense of identity for members, fosters commitment to collective goals, and enhances the stability of the social system (Sutrisno, 2011; Robbins, 2001). Culture also acts as a mechanism that shapes employee behavior by helping individuals understand their roles and responsibilities within the organization.

In addition, organizational culture is reflected in various characteristics, including individual initiative, risk tolerance, direction, integration, management support, control systems, identity, reward systems, conflict tolerance, and communication patterns (Wibowo, 2010). These characteristics influence how employees interact, make decisions, and perform their tasks. A well-developed culture encourages innovation, collaboration, and effective communication, which are essential for achieving organizational objectives.

Competence

Competence refers to the set of knowledge, skills, abilities, and behaviors that enable individuals to perform their tasks effectively. It serves as a key determinant of employee performance and organizational success. According to Taylor (2008), competence can be viewed as a guideline that links individual performance with organizational expectations, where employees are evaluated based on their demonstrated capabilities.

Employee competence is influenced by both knowledge and skills. Individuals who possess adequate education, training, and experience are more likely to achieve higher performance levels. The principle of placing the right person in the right job highlights the importance of aligning employee competencies with job requirements to maximize productivity. Competence includes technical skills, interpersonal skills, and conceptual abilities, all of which are essential for effective job performance.

Spencer and Spencer (1993) identify several key characteristics of competence, including motives, traits, self-concept, knowledge, and skills. These components collectively determine how individuals behave and perform in different situations. Employees with strong competencies are better equipped to adapt

to organizational changes, solve problems, and contribute to organizational goals.

Remuneration

Remuneration, as part of the compensation system, refers to the rewards received by employees in exchange for their contributions to the organization. It includes both financial and non-financial benefits and plays a significant role in influencing employee motivation and job satisfaction. According to Handoko (1992), compensation encompasses all forms of rewards provided to employees as a return for their work, while Sutrisno (2011) highlights its importance as a critical function in human resource management.

Remuneration systems are designed to attract, retain, and motivate employees. A well-structured compensation system ensures fairness, supports employee satisfaction, and encourages higher performance. Conversely, inadequate or inequitable remuneration can lead to dissatisfaction, reduced motivation, and lower productivity. As noted by Siagian (2010), employees primarily work to fulfill their economic needs, making compensation a fundamental factor in determining job satisfaction and performance.

The objectives of compensation include attracting qualified employees, retaining talented individuals, ensuring fairness, influencing employee behavior, and maintaining cost efficiency. A fair and competitive remuneration system not only motivates employees but also enhances organizational stability and performance. Compensation can be categorized into direct compensation, which is directly related to performance, and indirect compensation, which includes additional benefits not directly tied to individual performance.

Job Satisfaction

Job satisfaction reflects the extent to which employees feel positively about their work and work environment. It is influenced by various organizational factors, including culture, competence, and remuneration. Job satisfaction occurs when employees perceive that their expectations are met or exceeded, particularly in terms of compensation, recognition, and working conditions.

Employees with high job satisfaction tend to exhibit greater motivation, commitment, and productivity. Conversely, dissatisfaction can result in negative outcomes such as absenteeism, turnover, and decreased performance. Job satisfaction is closely related to organizational culture, as alignment between individual values and organizational values can enhance satisfaction and commitment.

Employee Performance

Employee performance refers to the level of achievement of work results in accordance with organizational goals and responsibilities. It is influenced by multiple factors, including competence, motivation, and organizational support. According to Robbins (2002), performance depends on an individual's ability and understanding of how to perform tasks effectively, while Gani (2009) defines performance as the result of work achieved based on assigned responsibilities.

High employee performance is essential for organizational success, as it directly contributes to productivity, efficiency, and competitiveness. Organizations must therefore focus on developing competencies, fostering a supportive culture, and providing appropriate remuneration to enhance performance outcomes.

Conceptual Framework Development

This study is based on the assumption that organizational culture, competence, and remuneration influence job satisfaction, which in turn affects employee performance. Organizational culture shapes employee behavior through shared values, competence determines the ability of employees to perform tasks effectively, and remuneration serves as a motivational factor influencing employee attitudes.

Job satisfaction plays a mediating role in this relationship, linking organizational factors to performance outcomes. By examining both direct and indirect relationships, this study aims to provide a comprehensive understanding of how these variables interact in influencing employee performance.

Job Satisfaction

Job satisfaction represents an individual's emotional response toward their work, reflecting the extent to which expectations are met or exceeded. It arises from the comparison between perceived performance outcomes and individual expectations. When the outcomes meet or surpass expectations, individuals tend to experience satisfaction, whereas unmet expectations lead to dissatisfaction (Irawan, 2003; Tjiptono, 2006; Sugito, 2005). In the organizational context, job satisfaction is closely related to how employees evaluate their work environment, compensation, and overall organizational practices.

Job satisfaction can also be understood as a psychological condition reflecting how employees feel about their jobs. It is influenced by various factors, including organizational policies, work conditions, and interpersonal relationships. According to Handoko (1992), job satisfaction is an emotional state that reflects how employees perceive their work, whether positively or negatively. Employees who

experience satisfaction tend to show positive attitudes toward their work and organization, while dissatisfied employees often exhibit negative attitudes that may affect their performance.

Furthermore, job satisfaction is strongly associated with compensation and expectations. Employees evaluate their satisfaction based on whether the rewards they receive are aligned with their contributions. If compensation is perceived as fair and appropriate, it enhances satisfaction; otherwise, dissatisfaction may occur. This aligns with the view that job satisfaction is a function of the gap between expectations and actual outcomes.

According to Luthans (1997), job satisfaction is influenced by several dimensions, including compensation, the nature of the work itself, relationships with coworkers, opportunities for promotion, and supervision quality. These factors collectively shape employees' perceptions of their work environment. A supportive work environment, fair compensation, and opportunities for growth are essential in fostering higher levels of job satisfaction.

Job satisfaction also has significant implications for organizational outcomes. It is closely related to productivity, turnover, absenteeism, and employee well-being. Employees with high job satisfaction are more likely to demonstrate higher productivity, lower turnover intentions, and better physical and mental health (Umar, 2004). Therefore, organizations must pay close attention to factors influencing job satisfaction in order to maintain a productive workforce .

Employee Performance

Employee performance refers to the level of achievement of work results in accordance with organizational goals and responsibilities. It reflects how effectively employees carry out their tasks and contribute to organizational success. Performance is often measured in terms of both quantity and quality of output, as well as efficiency and effectiveness in completing assigned tasks.

Performance can be defined as the result of work achieved by individuals or groups within an organization in accordance with their authority and responsibilities, while adhering to legal and ethical standards (Gani, 2009). Similarly, Mangkunegara (2005) defines performance as the actual work achievement obtained by employees in terms of both quality and quantity based on their assigned tasks. This indicates that performance is not only about outcomes but also about how tasks are carried out.

Mathis and Jackson (2002) emphasize that employee performance is reflected in the extent to which individuals contribute to organizational objectives. This includes aspects such as output quantity, output quality, timeliness, attendance, and

cooperative behavior. Employees who demonstrate high levels of performance are those who can meet or exceed organizational expectations in these aspects.

Performance is also influenced by multiple factors, including individual attributes, organizational strategies, and situational conditions. Individual factors such as knowledge, skills, and abilities determine an employee's capability to perform tasks effectively. Organizational factors, including culture and management practices, create an environment that either supports or hinders performance. Additionally, external conditions may also affect how employees perform their roles.

Bernardin (1993) identifies several key dimensions of employee performance, including quality, quantity, timeliness, effectiveness, independence, and commitment. These dimensions provide a comprehensive framework for evaluating employee performance in organizational settings. High-performing employees are those who can deliver quality outputs, meet deadlines, utilize resources efficiently, work independently, and demonstrate strong commitment to organizational goals.

Furthermore, performance is closely linked to motivation, satisfaction, and reward systems. Employees who perceive fairness in compensation and recognition are more likely to perform better. Performance is therefore not only a result of individual capability but also a reflection of how well the organization manages its human resources and aligns employee interests with organizational objectives

3. Methodology

Research Object and Setting

This study examines employees of PT Aplikasi Lintasarta located in Jakarta, Bumi Serpong Damai, and Jatiluhur. The research site was selected based on accessibility and the adequacy of the population size to support statistical analysis. The primary research location is the company's headquarters at Jl. TB. Simatupang Kav. 10, Jakarta. The study was conducted over a two-month period, from March to April 2013, allowing sufficient time for instrument distribution and data collection.

Research Design

This study adopts a quantitative survey approach aimed at analyzing the relationships and contributions of independent variables, namely corporate culture (X1), competence (X2), remuneration (X3), and job satisfaction (X4), toward employee performance (Y). The survey method enables the researcher to collect empirical data through structured questionnaires and to examine causal relationships among variables. The analytical framework is designed to test hypotheses regarding

both direct and combined effects of the independent variables on employee performance.

Operational Variables

The operationalization of variables in this study reflects measurable indicators derived from theoretical constructs. Corporate culture is measured through organizational values, individual initiative, teamwork, beliefs, and communication patterns. Competence includes technical, human, and conceptual skills. Remuneration is assessed through compensation, benefits, and rewards. Job satisfaction is measured through compensation satisfaction, job characteristics, coworker relations, promotion opportunities, and supervision quality. Employee performance is evaluated based on quality, quantity, timeliness, effectiveness, independence, and commitment. These indicators are operationalized into questionnaire items using a Likert scale to capture respondents' perceptions.

Population and Sample

The population in this study consists of employees of PT Aplikanusa Lintasarta, categorized as a finite population due to its known size. Population is defined as the entire set of elements that share specific characteristics relevant to the research problem (Istijanto, 2005; Nawawi, 2003). Given the heterogeneous nature of the population, stratification is necessary to ensure representation across organizational levels.

The sampling technique employed is probability sampling with a stratified random sampling approach. This method ensures that each subgroup within the population is proportionally represented in the sample. The sample size is determined using the Slovin formula:

$$n = \frac{N}{1 + N(d^2)}$$

where n represents the sample size, N is the population size, and d is the level of precision. Based on this formula, the sample size is determined to ensure a 5% margin of error. The sample is proportionally distributed across managerial levels to reflect the organizational structure accurately.

Data Collection Technique

Data collection is conducted using a structured questionnaire distributed to respondents. The questionnaire is designed to measure all research variables using a Likert scale ranging from strongly disagree to strongly agree. This approach enables the quantification of respondents' perceptions regarding corporate culture, competence, remuneration, job satisfaction, and employee performance. In addition to primary data, secondary data are collected from books,

journals, and other relevant publications to support the theoretical framework.

Data Analysis Technique

The data analysis in this study employs path analysis supported by statistical software such as SPSS and LISREL. This method is used to examine both direct and indirect effects of independent variables on the dependent variable. Path analysis is particularly suitable for this study as it allows for the simultaneous examination of multiple relationships among variables within the proposed research model.

The analysis focuses on determining the magnitude and significance of the relationships between corporate culture, competence, remuneration, and job satisfaction on employee performance. Hypothesis testing is conducted to evaluate whether the proposed relationships are statistically significant. The findings are expected to provide insights into how these variables interact and contribute to improving employee performance within the organization.

Data Analysis Method

Instrument Testing

The validity test is conducted to ensure that the measurement instrument accurately captures the intended constructs. Validity reflects the extent to which an instrument measures what it is supposed to measure. In this study, validity testing is performed using the Pearson Product Moment correlation by correlating each item score with the total score. A pilot test is conducted on 30 respondents to evaluate the instrument before full deployment. The correlation coefficient is calculated using the following formula:

$$r = \frac{n\sum XY - (\sum X)(\sum Y)}{\sqrt{[n\sum X^2 - (\sum X)^2][n\sum Y^2 - (\sum Y)^2]}}$$

To determine the significance of the correlation coefficient, a t-test is applied:

$$t = \frac{r\sqrt{n-2}}{\sqrt{1-r^2}}$$

An item is considered valid if the calculated t-value exceeds the critical t-value at a 95% confidence level. This procedure ensures that all questionnaire items are appropriate for measuring the research variables.

Reliability testing is conducted to assess the consistency of the instrument. A reliable instrument produces stable and consistent results across repeated measurements. The reliability coefficient is calculated using the split-half technique based on the Pearson Product Moment formula. An instrument is considered reliable if the calculated reliability coefficient exceeds the critical value in the correlation table. This indicates that the measurement tool is dependable for further analysis.

Correlation Analysis

Correlation analysis is employed to measure the strength and direction of the relationship between independent variables, namely corporate culture (X1), competence (X2), remuneration (X3), and job satisfaction (X4), and the dependent variable, employee performance (Y). The correlation coefficient ranges from -1 to 1, where values closer to 1 indicate a strong positive relationship, values closer to -1 indicate a strong negative relationship, and values near zero indicate a weak or no relationship.

The Pearson correlation coefficient is calculated using the same formula applied in validity testing. The interpretation of correlation values follows standard criteria, ranging from very low to very strong relationships. This analysis provides an initial understanding of the association between variables before conducting further regression and path analysis.

Simple Regression Analysis

Simple regression analysis is used to examine the effect of each independent variable on the dependent variable individually. The regression model is expressed as:

$$Y = a + bX$$

where Y represents employee performance, a is the constant, b is the regression coefficient, and X represents the independent variable. The regression coefficient indicates the direction and magnitude of the relationship between variables. A positive coefficient suggests that an increase in the independent variable leads to an increase in employee performance.

This analysis allows the researcher to identify which independent variables have a dominant influence on employee performance. The results of regression analysis provide insights into how corporate culture, competence, remuneration, and job satisfaction individually affect performance outcomes.

Coefficient of Determination

The coefficient of determination (R^2) is used to measure the proportion of variance in the dependent variable that can be explained by the independent variables. A higher R^2 value indicates a stronger explanatory power of the model. This metric helps determine how well the independent variables collectively explain variations in employee performance.

Classical Assumption Testing

To ensure the validity of the regression model, several assumption tests are conducted. Homogeneity testing is used to determine whether the data have equal variance across groups. If the significance value exceeds 0.05, the data are considered homogeneous. Normality testing is

performed to assess whether the data are normally distributed. A significance value greater than 0.05 indicates normal distribution, allowing the use of parametric statistical tests.

Linearity testing is conducted to examine whether the relationship between independent and dependent variables is linear. This is typically assessed using regression plots. Ensuring linearity is essential for accurate regression analysis results. These assumption tests confirm that the data meet the requirements for further inferential analysis.

Inferential Statistical Analysis

Inferential statistical analysis is used to test the research hypotheses and draw conclusions about the population based on sample data. This study employs both bivariate and partial correlation analysis to examine relationships among variables. Non-parametric methods such as Kendall's tau-b are applied when dealing with ordinal data, ensuring that the analysis remains appropriate for the measurement scale used.

Path Analysis

Path analysis is employed to examine both direct and indirect relationships among variables in the research model. This technique allows for a comprehensive understanding of how corporate culture, competence, remuneration, and job satisfaction influence employee performance simultaneously. The analysis is conducted using statistical software such as SPSS and LISREL.

Path analysis involves estimating path coefficients that represent the strength of causal relationships between variables. A one-directional arrow indicates a direct effect of an independent variable on the dependent variable, while a two-directional arrow represents a correlation between independent variables. Hypothesis testing is conducted by comparing the significance value with a threshold of 0.05. If the significance value is less than 0.05, the null hypothesis is rejected, indicating a significant effect.

This approach enables the researcher to identify not only direct effects but also indirect effects among variables, providing a more comprehensive understanding of the structural relationships within the model.

Respondent Characteristics

The data used in this study were obtained through a structured questionnaire distributed to employees of PT. Aplikasi Lintasarta located in Jakarta and Jatiluhur, Purwakarta. A total of 119 questionnaires were distributed, and 88 valid responses were returned and analyzed, resulting in a response rate of approximately 73.9%. The instrument consisted of 58 items measuring corporate culture,

competence, remuneration, job satisfaction, and employee performance .

The demographic profile of respondents shows that the majority were male employees, accounting for 89.77%, while female respondents represented only 10.23%. In terms of age distribution, most respondents were in the range of 41–50 years, indicating a relatively mature and experienced workforce. Educational background data reveal that the majority held a bachelor's degree, followed by diploma and postgraduate degrees, suggesting that respondents generally possessed adequate formal qualifications. Additionally, most employees had long tenure, with a significant proportion having worked for more than 16 years, indicating strong organizational attachment and experience within the company. This demographic composition suggests that the data reflect perspectives from experienced and relatively stable employees.

Corporate Culture

The findings indicate that corporate culture within the organization is perceived positively by employees. Most respondents expressed agreement or strong agreement with statements related to understanding the company's vision and mission, commitment to organizational values, and implementation of core principles such as partnership, respect, integrity, dedication, and empathy. High levels of agreement, particularly in aspects such as integrity (72.73% strongly agree) and teamwork (69.32% strongly agree), suggest that organizational values are well internalized among employees .

However, several aspects still require attention, such as managerial support and communication patterns, where a noticeable proportion of respondents expressed only moderate agreement or dissatisfaction. This indicates that while corporate culture is generally strong, there are gaps in its implementation, particularly in managerial practices and internal communication. These findings support the argument that a strong corporate culture contributes to organizational effectiveness but requires consistent reinforcement through leadership and communication practices.

Competence

Employee competence is also perceived positively, particularly in terms of technical skills, teamwork ability, communication skills, and problem-solving capabilities. The majority of respondents agreed that they possess adequate skills to perform their tasks effectively, with strong agreement on teamwork and adaptability to new ideas. This reflects that the organization has succeeded in developing employee competencies aligned with job requirements .

Nevertheless, there are still areas that require improvement, particularly in conceptual skills such as decision-making and the ability to design and plan work. A portion of respondents indicated only moderate agreement in these areas, suggesting that while operational competencies are strong, strategic and conceptual competencies need further development. This aligns with human resource management theory, which emphasizes the importance of balancing technical, human, and conceptual skills to achieve optimal performance.

Remuneration

In contrast to corporate culture and competence, remuneration is perceived less positively by employees. Many respondents expressed dissatisfaction with salary adequacy, fairness of compensation based on competence, and incentive systems. A significant proportion of respondents indicated disagreement or only moderate agreement regarding salary satisfaction and incentive accuracy. For example, more than 60% of respondents expressed dissatisfaction with salary alignment to competence, indicating a perceived lack of fairness in compensation practices .

However, certain aspects such as healthcare benefits and cooperation with hospitals were viewed more positively, indicating that non-financial benefits are relatively well managed. These findings suggest that while the organization provides basic welfare support, improvements are needed in financial compensation systems to enhance employee motivation and satisfaction. This is consistent with motivation theory, which highlights compensation as a key factor influencing employee performance and job satisfaction.

Job Satisfaction

Job satisfaction results indicate a mixed perception among employees. While respondents expressed satisfaction with aspects such as job challenges, teamwork, and opportunities for responsibility, dissatisfaction remains in areas related to salary, promotion fairness, and managerial support. A large proportion of respondents reported dissatisfaction with salary levels and promotion systems, indicating that these factors remain critical issues within the organization .

Additionally, satisfaction with leadership aspects, such as clarity of instructions and attention from supervisors, showed moderate levels, suggesting room for improvement in managerial effectiveness. These findings imply that job satisfaction is influenced by both intrinsic factors (such as job content and teamwork) and extrinsic factors (such as compensation and promotion). The imbalance between these factors may limit the overall level of employee satisfaction.

Employee Performance

The results indicate that employee performance is generally high. Most respondents reported strong agreement regarding their ability to produce high-quality work, meet targets, complete tasks on time, and contribute to organizational outcomes. High agreement levels in performance indicators such as quality of work and commitment suggest that employees are capable of delivering strong performance despite some dissatisfaction in other areas.

However, there are indications that some employees still rely on assistance from others in completing tasks, which may reflect gaps in individual independence or confidence. This suggests that while overall performance is strong, further development in individual capability and autonomy is necessary.

Discussion of Relationships Between Variables

The findings of this study indicate that corporate culture and competence have a strong positive contribution to employee performance. A well-established corporate culture fosters shared values and behaviors that enhance collaboration, commitment, and work effectiveness. Similarly, employee competence ensures that individuals possess the necessary skills and knowledge to perform their tasks efficiently.

On the other hand, remuneration and job satisfaction present more complex relationships with performance. Although performance levels remain high, dissatisfaction with compensation and promotion systems may reduce long-term motivation and organizational commitment. This suggests that while intrinsic motivation and organizational culture currently sustain performance, improvements in extrinsic factors are necessary to maintain and enhance performance in the long run.

Overall, the results demonstrate that employee performance is influenced by a combination of organizational, individual, and motivational factors. Corporate culture and competence act as primary drivers, while remuneration and job satisfaction function as supporting factors that can either strengthen or weaken performance outcomes depending on their effectiveness.

Inferential Analysis and Hypothesis Testing

Model 1: Determinants of Job Satisfaction

The first structural model examines the effect of corporate culture, competence, and remuneration on job satisfaction. The regression results indicate that the model is statistically significant, as reflected by an F-value of 29.091 with a significance level of 0.000, which is below the threshold of 0.05. This confirms that corporate culture, competence, and remuneration jointly have a significant effect on job satisfaction.

The coefficient of determination (R^2) is reported at 0.510, indicating that 51% of the variation in job satisfaction can be explained by the three independent variables. The remaining 49% is influenced by other factors not included in the model. This suggests that the explanatory power of the model is moderate, with corporate culture, competence, and remuneration playing a substantial role in shaping employee satisfaction.

Further analysis of partial effects reveals that corporate culture has a positive and significant effect on job satisfaction, with a standardized coefficient (β) of 0.314 and a significance level of 0.002. This indicates that stronger organizational values and practices contribute to higher levels of employee satisfaction. In contrast, competence does not show a significant effect on job satisfaction, as indicated by a β value of 0.064 and a significance level of 0.505. This finding suggests that employee skills alone are not sufficient to enhance satisfaction without supportive organizational conditions.

Remuneration emerges as the most dominant variable influencing job satisfaction, with a β value of 0.632 and a significance level of 0.000. This highlights the critical role of compensation in shaping employee perceptions and satisfaction levels. The results imply that financial rewards and benefits are key drivers of job satisfaction in this organizational context.

Correlation Analysis (Model 1)

The correlation analysis shows that corporate culture is strongly and positively correlated with competence ($r = 0.600$, $p < 0.05$), indicating that a strong organizational culture is associated with higher employee competence. However, the relationship between corporate culture and remuneration is weak and not statistically significant ($r = 0.100$, $p > 0.05$). Similarly, competence and remuneration exhibit a weak and non-significant relationship ($r = 0.105$, $p > 0.05$).

These findings suggest that while corporate culture and competence are closely related, remuneration operates independently and does not necessarily align with employee capability or organizational values.

Model 2: Determinants of Employee Performance

The second structural model evaluates the effects of corporate culture, competence, remuneration, and job satisfaction on employee performance. The regression analysis indicates that the model is statistically significant, with an F-value of 16.054 and a significance level of 0.000. This confirms that the independent variables collectively influence employee performance.

The coefficient of determination (R^2) is 0.436, meaning that 43.6% of the variation in employee performance is explained by the model,

while 56.4% is influenced by other variables not included in the study. This indicates a moderate explanatory power, suggesting that additional factors may contribute to performance outcomes.

Partial regression analysis reveals that competence has the strongest and most significant effect on employee performance, with a β value of 0.507 and a significance level of 0.000. This finding underscores the importance of employee capability and skill in achieving high performance. Corporate culture also has a positive and significant effect on performance, with a β value of 0.229 and a significance level of 0.039, indicating that a supportive organizational environment enhances employee outcomes.

In contrast, remuneration does not have a significant effect on performance, as indicated by a β value of 0.115 and a significance level of 0.306. Similarly, job satisfaction does not significantly influence performance, with a β value of 0.059 and a significance level of 0.616. These results suggest that performance is driven more by competence and organizational culture than by satisfaction or financial rewards in this context.

Correlation Analysis (Model 2)

The correlation matrix shows that job satisfaction is significantly correlated with remuneration ($r = 0.657, p < 0.05$), indicating a strong relationship between compensation and satisfaction. Corporate culture is moderately correlated with job satisfaction ($r = 0.339, p < 0.05$), while competence shows only a weak and non-significant correlation with satisfaction ($r = 0.191, p > 0.05$).

These findings reinforce the earlier results, suggesting that remuneration is a key determinant of satisfaction, whereas competence contributes more directly to performance rather than satisfaction.

4. Conclusion and Implications

Conclusion

This study examines the effects of corporate culture, competence, and remuneration on job satisfaction and their subsequent impact on employee performance at PT. Aplikasi Lintasarta. The findings reveal a distinct structural relationship between organizational, individual, and compensation-related factors in shaping both satisfaction and performance outcomes.

Corporate culture is perceived positively by employees and generally meets their expectations. Employees demonstrate strong alignment with organizational values such as respect, integrity, and teamwork. However, certain aspects, particularly managerial support in developing employee potential and openness in communication, still require improvement. Despite these gaps, corporate culture

significantly influences both job satisfaction and employee performance, indicating its central role in organizational effectiveness.

Competence is also perceived positively and aligns with employee expectations, particularly in teamwork and openness to new ideas. However, limitations are observed in decision-making capabilities, suggesting that employees may still lack confidence or authority in strategic roles. Interestingly, competence does not significantly influence job satisfaction but has a strong and significant direct effect on employee performance. This indicates that competence functions more as a performance driver rather than a satisfaction factor.

In contrast, remuneration is perceived as insufficient and does not fully meet employee expectations. While certain benefits such as healthcare support are positively evaluated, core aspects such as salary fairness and incentive systems are considered inadequate. The findings show that remuneration has a strong and significant effect on job satisfaction but does not directly influence employee performance. This suggests that compensation primarily affects how employees feel about their work rather than how they perform.

Job satisfaction itself is found to be moderate and not fully aligned with employee expectations, particularly in relation to salary and compensation fairness. Despite this, job satisfaction does not have a significant direct effect on employee performance. This finding challenges conventional assumptions that satisfied employees necessarily perform better, indicating that performance in this context is more strongly driven by competence and organizational culture.

Employee performance is generally perceived as high, with most employees demonstrating strong commitment, efficiency, and responsibility in completing their tasks. However, some limitations remain, particularly in multitasking ability, suggesting a need for further skill development.

Overall, the study concludes that remuneration is the most influential factor in determining job satisfaction, while competence is the most dominant factor influencing employee performance. Corporate culture plays a dual role by significantly affecting both satisfaction and performance. Meanwhile, job satisfaction does not mediate the relationship between independent variables and performance as strongly as expected.

Implications

The findings of this study provide important managerial implications, particularly for human resource management strategies. First, organizations should strengthen corporate culture by not only maintaining core values but also improving leadership practices, especially in providing employees with

greater opportunities for development and encouraging open communication. A strong and inclusive culture can enhance both satisfaction and performance simultaneously.

Second, competence development should become a primary focus, as it has the strongest impact on employee performance. Organizations need to invest in training programs, especially in decision-making and strategic thinking skills, to ensure that employees are not only technically capable but also able to contribute at higher organizational levels.

Third, remuneration systems require significant improvement. Although compensation does not directly influence performance, it plays a critical role in shaping job satisfaction. Organizations should ensure that salary structures and incentive systems are perceived as fair, competitive, and aligned with employee contributions. Without this alignment, dissatisfaction may eventually undermine motivation and long-term performance.

Fourth, the weak relationship between job satisfaction and performance suggests that organizations should not rely solely on satisfaction as a performance driver. Instead, a balanced approach that integrates competence development, cultural reinforcement, and fair compensation is necessary to achieve sustainable performance outcomes.

Finally, future research should explore additional variables that may influence employee performance, such as leadership style, work environment, and organizational commitment, in order to develop a more comprehensive understanding of performance determinants.

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