

The Influence of Work Motivation and Organizational Culture on Employee Job Satisfaction of the Human Resources Division and Secretariat at PT. XYZ

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Abstract

Employee job satisfaction has become an important issue in human resource management in achieving organizational goals and sustainability. In an increasingly competitive business environment, organizations are required to create conditions that encourage employees to continue to have job satisfaction supported by work motivation and behavioral conformity with the values embraced by the organization. PT XYZ, as a state-owned company operating in the plantation sector, faces challenges related to indications of job dissatisfaction, work motivation, and implementation of organizational culture, which can affect employee job satisfaction. The existence of these indications is seen from the inappropriate behavior and rules set by the organization. Therefore, this study aims to analyze the influence of work motivation and organizational culture on the job satisfaction of employees of the Human Resources Division and Secretariat at PT XYZ. This research method uses a quantitative approach. Data was collected through a questionnaire that was distributed to all employees of the Human Resources Division and Secretariat at PT XYZ. The collected data was then analyzed using multiple linear regression analysis with the help of SPSS software. Hypothesis testing is carried out through partial tests (t-test), simultaneous tests (F-tests), and determination coefficient analysis (R²). The methods used are descriptive and quantitative associative. The results of the partial test showed that work motivation and organizational culture had a positive influence on employee job satisfaction. Likewise, simultaneously, work motivation and organizational culture affect employee job satisfaction, which shows that the level of influence is very strong. This result states that the higher the work motivation possessed by the employees of the Human Resources Division and Secretariat at PT XYZ, followed by the stronger the employees in implementing the values embraced by the organization, the higher the employee job satisfaction so that it can support the effectiveness of the organization.

INTRODUCTION

Human Resources (HR) has become one of the most important assets in modern organizations. In the era of globalization and increasingly fierce business competition, organizations are required not only to improve operational efficiency and technological capabilities, but also to optimize the quality of their human resources. The success of an organization is largely determined by its ability to manage employees effectively because employees are responsible for implementing the organization's strategy, achieving performance targets, and maintaining the sustainability of the organization. Therefore, human resources are no longer only seen as operational resources, but as strategic assets that contribute to the organization's competitiveness and long-term success.

The importance of human resources is reflected in their role as the main driver of organizational activities. Organizations with competent, adaptive, and committed employees are more likely to achieve their goals effectively. According to Robbins and Judge (2024), high-quality human resources are essential to ensure organizational effectiveness because employees have the knowledge, skills, and abilities needed to respond to changing environments and organizational challenges. As a result, organizations need to create conditions that support employee performance and encourage positive work attitudes to achieve sustainable competitive advantage.

One of the most important factors that affect the effectiveness of an organization is employee job satisfaction. Job satisfaction reflects an employee's positive emotional response to their work and work environment. Employees who are satisfied with their jobs tend to show stronger organizational commitment, better performance, lower absenteeism rates, and lower intention to quit their jobs. Conversely, dissatisfied employees may exhibit withdrawn behavior, decreased productivity, and a lack of enthusiasm for the organization's goals. As a result, job satisfaction has become a major concern for organizations that seek to improve employee performance and organizational outcomes.

Job satisfaction is an important role for a company that must be considered. Job satisfaction will cause a feeling of satisfaction so that employees will have the desire to complete their work effectively and efficiently. Job satisfaction arises from an employee's evaluation of their work experience, including relationships with employers, compensation, career opportunities, working conditions, and organizational support. When employees view these aspects positively, they are more likely to develop a good attitude towards their work and contribute positively to organizational performance (Robbins and Judge, 2024). Therefore, understanding the factors that affect job satisfaction is essential for organizations that seek to maintain employee well-being and organizational effectiveness. (Lestari, 2024)

PT XYZ, a state-owned company operating in the plantation sector, faces challenges related to employee satisfaction and work behavior. Initial observations made in the Human Resources Division and Secretariat indicate several conditions that may reflect employee dissatisfaction. One of the most prominent issues has to do with employee attendance. Company records show a large number of cases of employee tardiness during the observation period. While some of the delays are caused by attendance system technical issues, transportation issues, and personal circumstances, these phenomena can also indicate underlying concerns regarding employees' attitudes toward work and organizational commitments.

In addition to attendance issues, the organization has experienced variations in the implementation of *Work From Home* (WFH) and *Work From Office* (WFO). Although the company primarily adopts an office-based work system, limited WFH practices are implemented under certain conditions, including health-related reasons, personal leaves, and administrative work requirements. During the observation period, fluctuations in WFH and WFO participation were observed among employees in the Human Resources Division and the Secretariat. This condition provides important insights into employee work behavior and can affect employee motivation and satisfaction levels.

The existence of attendance issues and variations in work arrangements highlights the importance of examining the factors that contribute to employee job satisfaction. Previous studies have shown that work patterns and workplace conditions can affect employee motivation, commitment, and satisfaction. Employees who experience low motivation or perceive organizational support to be inadequate may be more likely to exhibit withdrawn behaviors such as absenteeism, tardiness, and decreased engagement. Therefore, understanding the determinants of employee satisfaction at PT XYZ is essential to support

organizational effectiveness and employee well-being.

Work motivation has been widely recognized as one of the most important factors influencing employee behavior and organizational performance. Motivation refers to the internal drive that drives individuals to exert effort in achieving organizational and personal goals. Motivated employees tend to be more engaged in their work, show higher commitment, and show stronger perseverance in completing assigned tasks. As a result, motivation is often associated with positive organizational outcomes, including job satisfaction, performance, and employee retention.

The concept of work motivation emphasizes the importance of individual needs, aspirations, and expectations in shaping work behavior. Employees who find their work meaningful and within their abilities are more likely to develop a positive attitude towards their work. The work motivation sub-variables studied in this study include the work itself, achievement, recognition, responsibility, and self-development. This sub-variable represents an intrinsic aspect of motivation that drives employees to perform effectively and achieve organizational goals. Employees who experience opportunities to grow and gain recognition are generally more satisfied with their work and demonstrate a stronger organizational commitment.

Motivation theory further suggests that employee behavior is influenced by the extent to which organizational conditions meet psychological and professional needs. Employees who receive recognition, responsibility, and career development opportunities are more likely to stay motivated and committed to the organization's goals. As a result, organizations that invest in employee motivation are in a better position to improve job satisfaction and improve overall organizational performance.

In addition to work motivation, organizational culture has also been identified as an important determinant of employee job satisfaction. Organizational culture refers to the shared values, beliefs, assumptions, and norms of behavior that guide the actions of employees in an organization. Organizational culture provides a framework for employees to understand organizational expectations and influence how individuals interact with colleagues, superiors, and stakeholders. A strong organizational culture helps create consistency in behavior and fosters a sense of belonging among employees.

Organizational culture plays an important role in shaping employee perceptions and attitudes. Employees who work in organizations characterized by supportive values, collaboration, trust, and fairness tend to report higher levels of job satisfaction. Conversely, a weak organizational culture can create uncertainty, conflict, and dissatisfaction among employees. Describe that organizational culture is a habit that each different organization has, so that when there is conformity and habit of employees who accept voluntarily without coercion, it will lead to close togetherness and a high sense of belonging. Abdurahman (2021)

At PT XYZ, the organizational culture is reflected through the implementation of the core values of Trust, Competent, Harmonious, Loyal, Adaptive, Collaborative (AKHLAK) and *the One Culture framework*. These values emphasize integrity, competence, harmony, loyalty, adaptability, collaboration, ownership, networking, and excellence. The implementation of these cultural values is intended to encourage employee professionalism, strengthen organizational commitment, and support the achievement of organizational goals. Therefore, organizational culture is expected to play an important role in improving employee job satisfaction within the organization.

Previous research has consistently shown a positive direction between work motivation, organizational culture, and job satisfaction. Adinda et al. (2023) found that organizational culture has a positive effect on employee job satisfaction, while work motivation contributes positively to

employee attitudes and results in the workplace. Similarly, Yusri et al. (2024) stated that work motivation and organizational culture positively affect job satisfaction and employee performance. These findings suggest that employees who are motivated and work in a supportive organizational culture are more likely to experience higher levels of job satisfaction.

Other empirical studies have also confirmed the importance of organizational culture in shaping employee satisfaction. Fitrianingsih (2021) found that cultural values such as teamwork, compliance, and outcome orientation create a favorable work environment that increases employee satisfaction. Nugroho (2021) states that work motivation and organizational culture together affect employee satisfaction by strengthening employee involvement, loyalty, and commitment to organizational goals. These studies show that both individual and organizational factors play an important role in determining employee satisfaction.

Although previous research has examined the relationship between work motivation, organizational culture, and job satisfaction, some limitations remain. Many studies have focused on private sector organizations, educational institutions, or manufacturing companies, while attention paid to state-owned plantation companies has been limited. In addition, organizational transformation, changes in work arrangements, and the implementation of new organizational values in state-owned enterprises can create unique conditions that are different from those studied in previous research. Therefore, additional empirical evidence is needed to understand how work motivation and organizational culture affect job satisfaction in this specific organizational context.

Another research gap is related to the implementation of organizational values at PT XYZ. Although the organization has embraced the core values of AKHLAK and the *One Culture framework*, early observations suggest that certain cultures, particularly those related to discipline, teamwork, and adaptation, still need improvement. Nilai Amanah, which emphasizes responsibility and discipline, still faces challenges reflected in high levels of employee tardiness and inconsistencies in the management of working time. In addition, Adaptive values also still need to be strengthened, especially in the face of changes in work systems and organizational demands. This condition provides an opportunity to examine whether work motivation and organizational culture have a positive effect on employee job satisfaction in the organization.

Based on the theoretical considerations, empirical findings, and research gaps that have been identified above, this study aims to find out how work motivation, organizational culture, and employee job satisfaction and to analyze the influence of work motivation and organizational culture on the job satisfaction of employees of the HR Division and Secretariat at PT XYZ, both partially and simultaneously. These findings are expected to contribute to the HR management literature and provide practical recommendations to improve employee satisfaction and organizational effectiveness within state-owned enterprises.

RESEARCH METHODS

This study uses a quantitative research approach. Quantitative research was chosen because it allows researchers to objectively measure the relationships between variables using numerical data and statistical analysis.

This research was conducted at PT XYZ in the Human Resources and Secretariat Division. This division was chosen because it plays a strategic role in managing human resources and administrative functions that support organizational operations as well as initial observations that show problems related to work motivation, organizational culture, and employee job satisfaction, thus making this division a relevant environment to research factors that affect employee job

satisfaction.

The population of this study consists of all employees who work in the HR & Secretariat Division at PT XYZ. Due to the relatively manageable population, all employees of the division were involved in the research process. Data collection resulted in 63 valid responses, which were then used as research samples and statistically analyzed. This research is expected to provide comprehensive information about employee perceptions regarding work motivation, organizational culture, and employee job satisfaction. This study examined three variables. Work Motivation as the first independent variable (X1), organizational culture as the second independent variable (X2), and employee job satisfaction as a dependent variable (Y). The following are indicators of each research variable.

The measurement of work motivation is based on sub-variables which include the work itself, achievement, recognition, responsibility, and the development of self-potential. This sub-variable was chosen because it represents important motivational factors that affect employee attitudes and behaviors in the workplace.

Organizational culture is measured through several sub-variables that reflect the value of shared values and organizational behavioral norms. These sub-variables include innovation and risk-taking, attention to detail, results-oriented, human-oriented, team-oriented, aggressiveness, and stability. This sub-variable was chosen to assess employee perception of the organizational value set at PT XYZ. Thus, employees are expected to create a work environment that supports and strengthens employee commitment to organizational goals.

Employee job satisfaction is measured based on the sub-variables of *turnover* (employee turnover), absenteeism rate, employment rate, and the size of the company's organization. These indicators are used to evaluate employees' behavior towards their work and work environment. Employees with high levels of job satisfaction, tend to have lower intentions to leave the organization, have a consistent attendance, and have a positive perception of their working conditions.

To clarify the influence of work motivation and organizational culture on employee job satisfaction, it can be seen as follows:

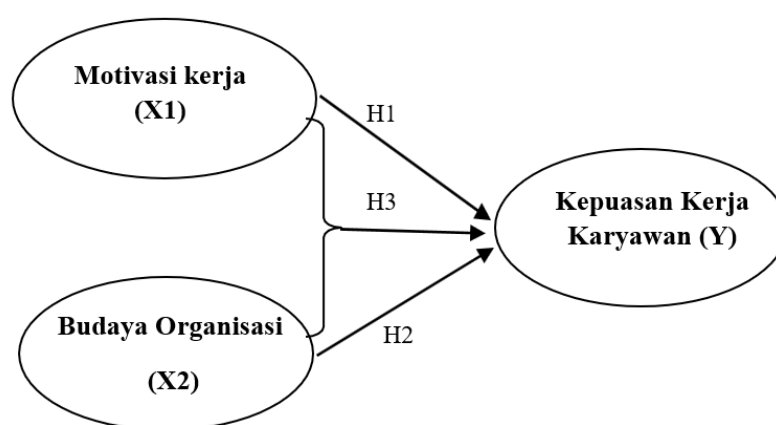


Figure 1. Research Paradigm

RESULTS OF RESEARCH AND DISCUSSION

To collect information about work motivation, organizational culture, and employee job satisfaction, the researcher distributed a questionnaire to all employees of the HR Division & Secretariat of PT. XYZ. The SPSS 22 application has been used by researchers to test validity and

reliability

Table 2. Validity Test and Reliability Test

Variable	Statement	Calculation	Table	Remarks
Work Motivation (X1)	X1.1	0,507	0,278	Valid
	X1.2	0,560	0,278	Valid
	X1.3	0,691	0,278	Valid
	X1.4	0,399	0,278	Valid
	X1.5	0,583	0,278	Valid
	X1.6	0,559	0,278	Valid
	X1.7	0,745	0,278	Valid
	X1.8	0,746	0,278	Valid
	X1.9	0,806	0,278	Valid
	X1.10	0,776	0,278	Valid
Organizational Culture (X2)	X1.1	0,600	0,278	Valid
	X1.2	0,505	0,278	Valid
	X1.3	0,646	0,278	Valid
	X1.4	0,659	0,278	Valid
	X1.5	0,741	0,278	Valid
	X1.6	0,739	0,278	Valid
	X1.7	0,735	0,278	Valid
	X1.8	0,595	0,278	Valid
	X1.9	0,670	0,278	Valid
	X1.10	0,790	0,278	Valid
	X1.11	0,709	0,278	Valid
	X1.12	0,776	0,278	Valid
	X1.13	0,751	0,278	Valid
	X1.14	0,637	0,278	Valid
Job Satisfaction Employees (Y)	X1.1	0,568	0,278	Valid
	X1.2	0,525	0,278	Valid
	X1.3	0,570	0,278	Valid
	X1.4	0,484	0,278	Valid
	X1.5	0,649	0,278	Valid
	X1.6	0,739	0,278	Valid
	X1.7	0,779	0,278	Valid
	X1.8	0,631	0,278	Valid
	X1.9	0,645	0,278	Valid

Table 3. Reliability Test Results

Variable	Cronbach's Alpha	N of Item	Remarks
Work Motivation (X1)	0,830	10	Reliable
Organizational Culture (X2)	0,913	14	Reliable
Job Satisfaction (Y)	0,804	9	Reliable

Respondents' Perceptions of Work Motivation

Table 4. Results of Descriptive Testing of Work Motivation

Sub Variables	Total Average	Criteria
The work itself	3,24	Enough

Success	3,74	Height
Acknowledgments	3,81	Height
Responsibilities	3,98	Height
Self-Potential Development	3,95	Height
Total Average Score $(3.24+3.74+3.81+3.98+3.95)/5 = 3.74$ Criteria : Height		

The analysis of the work motivation sub-variables showed variations between indicators. The highest score was obtained on the responsibility sub-variable with a score of 3.98 indicating that employees feel responsible for completing the assigned tasks and are willing to accept the responsibilities associated with their position. Employees tend to show commitment to their duties and strive to carry out their duties professionally.

Meanwhile, the lowest score was found in the sub-variable of the work itself with a score of 3.24. These results show that although employees generally view their work positively, there are still opportunities to improve job design, task variety, and job enrichment to increase employee intrinsic motivation.

Overall, the findings show that employees have favorable motivational characteristics that support organizational effectiveness. A high level of work motivation indicates that employees remain committed to achieving organizational goals and maintaining productive work behaviors.

Respondents' Perceptions of Organizational Culture

Table 5. Descriptive Testing Results of Organizational Culture

Sub Variables	Total Average	Criteria
Innovation and Risk Taking	3,79	Good
Attention to detail	3,87	Good
Results-Oriented	3,96	Height
Human-Oriented	3,96	Strong
Team-Oriented	3,55	Height
Aggressive	3,98	Good
Stability	3,98	Consistent
Total Average Score $(3.79+3.87+3.96+3.96+3.55+3.98+3.98)/7 = 3.87$ Criteria : Strong		

Among the organizational culture sub-variables, aggressiveness and stability achieved the highest score with a score of 3.98. These findings show that employees view the organization as the party that maintains clear performance standards while ensuring the stability and consistency of the organization's operations. Employees realize the importance of achieving work targets and maintaining organizational continuity through adherence to established procedures and values.

In contrast, the team orientation sub-variable obtained the lowest score among organizational culture indicators with a score of 3.55. While the score is still in the strong category, these results show that there are opportunities to strengthen collaboration and teamwork among employees. Improving communication, cooperation, and coordination between work units can contribute to a more supportive organizational environment and a better employee experience.

The overall results show that organizational culture serves as an important organizational resource that

shapes employee behavior and supports the achievement of organizational goals. The implementation of organizational values seems to have made a positive contribution to employees' perceptions of job satisfaction.

Respondents' Perceptions of Employee Job Satisfaction

Table 6. Results of Employee Job Satisfaction Descriptive Testing

Sub Variables	Total Average	Criteria
Turnover (Employee Turnover)	3,82	Low
Absenteeism rate	4,13	Low
Employment Rate	3,62	Conform
Company Organization Size	3,81	Conform
Total Average Score $(3.82+4.13+3.62+3.62+3.81)/4 = 3.84$ Criteria : Satisfied		

Among the work satisfaction sub-variables, the highest score was recorded in the absence rate sub-variable with a score of 4.13. These findings show that employees exhibit good attendance behavior and demonstrate a relatively strong commitment to fulfilling work obligations. A positive attendance pattern can reflect employee responsibility and satisfaction with the organization's condition.

Meanwhile, the sub-variable of the company's organizational size obtained the lowest score with a score of 3.81. While the score still falls into the satisfactory category, these results suggest that certain aspects related to job positioning, career advancement, workload distribution, or role expectations may require additional managerial attention.

Overall, the findings show that employees view their work environment positively and generally experience satisfactory levels of job satisfaction. This condition provides a favorable foundation for organizational performance and employee retention.

Classic Assumption Testing

Before performing multiple linear regression analysis to determine the influence of work motivation and organizational culture on employee job satisfaction, several classical assumption tests were performed to ensure that the regression model met the required statistical assumptions.

Normality Test

The normality test was carried out using *the One Sample Kolmogorov-Smirnov* test. The result shows an Asymp value. Sig. (2-tailed) is 0.200, which exceeds the significance threshold of 0.05. Therefore, the residual is normally distributed, which suggests that the regression model meets the assumption of normality.

Multicollinearity Test

The multicollinearity test yielded a *Variance Inflation Factor (VIF)* value of 1.834 and a Tolerance value of 0.545. The analysis showed that the independent variable did not show multicollinearity among the independent variables because the VIF value was well below 10, and the tolerance value exceeded 0.10. Therefore, work motivation and organizational culture can be included simultaneously in the regression model without causing estimation bias.

Heteroscedasticity Test

The heteroscedasticity test showed that the residual variance remained relatively constant across observations. As a result, the regression model meets the assumption of homoskedasticity, which

suggests that the estimated coefficients can be reliably interpreted.

The results of classical assumption testing confirm that the regression model meets the necessary requirements for further statistical analysis.

Multiple Linear Analysis

Table 4. Multiple Linear Regression Analysis

Variable		Unstandardized coefficients
		β
1	(Constant)	-2,424
	Work Motivation	0,238
	Organizational Culture	0,878
Dependents of Job Satisfaction Variables		

Multiple linear regression analysis was performed to test the influence of work motivation and organizational culture on employee job satisfaction. The regression equation produced is as follows:

$$Y = -2.424 + 0.238 X_1 + 0.878 X_2$$

That, where:

Y = Employee Job Satisfaction

X₁ = Work Motivation

X₂ = Organizational Culture

The regression coefficient shows that work motivation and organizational culture have a positive direction with employee job satisfaction. Specifically, a one-unit increase in work motivation was associated with a 0.238-unit increase in job satisfaction, while a one-unit increase in organizational culture was associated with a 0.878-unit increase in employee job satisfaction. These findings show that the increase in one of these variables is positively directed towards employee job satisfaction.

Coefficient Determination Analysis

Determination coefficient analysis was performed to evaluate the extent to which work motivation and organizational culture explain variations in employee job satisfaction. The analysis yielded an R square value of 0.927, indicating that 92.7% were categorized as very strong, with variations in employee job satisfaction being explained by work motivation and organizational culture. The rest, 7.3%, was influenced by other variables that were not included in the research model.

Table 5. Coefficient of Determination

Variable	R Square	Percentage
Work Motivation and Culture Organization → Satisfaction Work	0,927	92,7%

Source: Processed Research Data, 2025.

The determination coefficient shows that the proposed regression model has substantial explanatory power in explaining employee job satisfaction in the Human Resources Division and the Secretariat of PT XYZ.

Partial Hypothesis Testing (t-test)

Partial hypothesis testing was performed to determine the influence of each independent variable on employee job satisfaction.

Table 6. Partial Hypothesis Testing Results

Variable	Thitung	Ttable	Prob.	Remarks
Work motivation	3.652	1.671	0,001	Influential
Culture Organization	17.739	1.671	0,000	Influential

Source: Processed Research Data, 2025.

The results of this study are in line with findings that show that work motivation has a positive effect on employee job satisfaction. The t-value is calculated as $3.652 > 1.671$ (Ttable) and the significance level is below 0.05. Therefore, the hypothesis that work motivation has a positive effect on employee job satisfaction is acceptable. This is a form of attention from a leader who provides opportunities for employees to excel and develop the potential that exists in employees to be creative, so that the company can produce high job satisfaction. (Marlina, 2024) Marlina (2024),

Similarly, it is supported by research, which shows that organizational culture has a positive effect on employee job satisfaction. The t-value is calculated as $17.739 > 1.671$ (Ttable), and the significance level is below 0.05. Thus, the hypothesis that states that organizational culture has a positive effect on employee job satisfaction. It can be shown that a strong and conducive organizational culture can make employees feel valued, and have a sense of belonging to the company, and feel more satisfied with their work. Christian (2022)

Simultaneous Hypothesis Testing (F Test)

Simultaneous hypothesis testing was conducted to determine whether work motivation and organizational culture together affect employee job satisfaction.

Table 7. Simultaneous Hypothesis Testing Results

Variable	Calculation	Ftable	Sig	Prob.	Remarks
Work Motivation and Organizational Culture Towards Employee Job Satisfaction	380,932	3,150	0,000	0,05	Influential

The Fcal value of $380.932 > 3.150$ (Ftable) and the significance value of $0.00 < 0.05$ were obtained from the statistical calculation of the F-test. Thus, the analysis showed that work motivation and organizational culture simultaneously affected employee job satisfaction. Therefore, the hypothesis proposed that states that the two variables are independent

These collectively affect acceptable employee job satisfaction.

This is supported by research, which shows that there is a simultaneous influence between work motivation and organizational culture on employee job satisfaction. So, the higher the work

motivation and the better the organizational culture, the job satisfaction will also increase. Benefactor (2023)

DISCUSSION

The Effect of Work Motivation on Employee Job Satisfaction

Further descriptive analysis supports these findings by showing that work motivation is categorized as high among employees. These results show that employees generally show enthusiasm, commitment, and willingness to contribute to the organization's goals. Further, the responsibility sub-variable obtained the highest score among all the motivation sub-variables, indicating that employees feel responsible for completing their tasks and meeting the organization's expectations. On the other hand, the sub-variables of the job itself recorded the lowest scores, suggesting that some employees may still feel limitations regarding task variety, job enrichment, or opportunities to utilize their full capabilities.

The results of this study show that work motivation has a positive influence on the job satisfaction of employees of the Human Resources Division and the Secretariat at PT XYZ. Partial hypothesis tests revealed that work motivation has a positive effect on employee job satisfaction. These findings show that employees who have a higher level of work motivation tend to experience greater job satisfaction.

From a theoretical perspective, these findings support the view that motivation serves as a driving force that drives employees to perform effectively and pursue organizational goals. Robbins and Judge (2024) argue that motivated employees are more likely to engage in their work, maintain commitment to organizational goals, and exhibit positive behavior in the workplace. Employees who experience meaningful work, receive recognition for their contributions, and experience opportunities for growth generally develop better attitudes toward their work. As a result, motivation is an important determinant of employee satisfaction because it meets psychological needs related to achievement, competence, and self-development.

These findings can also be explained through Herzberg's Two-Factor Theory, which emphasizes the importance of motivational factors such as achievement, recognition, responsibility, and opportunities for advancement. According to Herzberg, this intrinsic factor contributes directly to employee satisfaction because it creates a sense of personal achievement and growth. The high scores observed on the responsibility sub-variable indicate that employees feel trust and accountability in their roles, which can reinforce their sense of accomplishment and satisfaction. Therefore, employees who are given meaningful responsibilities and opportunities for professional development are more likely to have a positive work attitude.

Work motivation significantly affects employee job satisfaction, according to research. These findings provide support for Maslow's Hierarchy of Needs, which describes the relationship between intrinsic motivation in the workplace and subjective measures of job satisfaction. (Abdurahman, 2025)

The results of this study are consistent with previous empirical research, a study conducted by Abdurahman (2025) stated that work motivation significantly affects employee job satisfaction. Because they invest more and have clear goals, highly motivated workers report higher levels of job satisfaction. Similarly, previous findings suggest that motivated workers are more likely to be happy in their positions because they are valued and have specific goals to achieve.

From a managerial perspective, these findings imply that PT XYZ must continue to strengthen

employee motivation through various human resource management initiatives. Such initiatives can include providing clearer career development opportunities, implementing a performance-based reward system, assigning meaningful responsibilities, and creating a work environment that encourages employee growth. Special attention should be directed to the improvement of aspects related to the work itself, since this sub variable obtains the lowest score among the motivation indicators. Job enrichment strategies, job rotations, and skill development opportunities can help increase employees' intrinsic motivation and ultimately increase job satisfaction.

The Influence of Organizational Culture on Employee Job Satisfaction

Descriptive findings show that organizational culture is categorized as strong. Employees generally view the values of the organization positively and show acceptance of the norms and standards of behavior applied in the organization. Among the cultural sub-variables, aggressiveness and stability achieved the highest scores, indicating that employees recognized clear performance expectations while experiencing organizational consistency and operational stability. Meanwhile, team-oriented earned the lowest score, indicating that there are still opportunities to strengthen collaboration and teamwork among employees.

The results of this study show that organizational culture has a positive influence on employee job satisfaction. These results show that organizational culture is one of the most influential factors affecting employee satisfaction in the Human Resources Division and the Secretariat of PT XYZ.

Descriptive findings show that organizational culture is categorized as strong. Employees generally view the values of the organization positively and show acceptance of the norms and standards of behavior applied in the organization. Among the cultural sub-variables, aggressiveness and stability achieved the highest scores, indicating that employees recognized clear performance expectations while experiencing organizational consistency and operational stability. Meanwhile, team-oriented earned the lowest score, indicating that there are still opportunities to strengthen collaboration and teamwork among employees.

These findings support the theory of organizational culture, which argues that shared values, beliefs, and norms influence employee attitudes and behaviors. Robbins and Judge (2024) define organizational culture as a system of shared meaning that distinguishes one organization from another and provides behavioral guidance to employees. A strong organizational culture creates clarity regarding organizational expectations, reduces uncertainty, and strengthens employee belonging. As a result, employees who view the organization's culture positively are more likely to develop a good attitude towards their work and experience higher levels of job satisfaction.

The strong influence of organizational culture observed in this study can also be explained by the implementation of organizational values at PT XYZ. As a state-owned company, the organization has adopted the core values of AKHLAK and the One Culture framework, which emphasizes integrity, competence, loyalty, adaptability, collaboration, and excellence. These values serve as behavioral guidelines that shape employee interactions and organizational practices. Employees who find these values consistently implemented are more likely to experience trust, fairness, and organizational support,

thus increasing their job satisfaction.

Another explanation for the strong influence of organizational culture is that culture influences various aspects of employees' daily experiences. Organizational culture influences communication patterns, leadership practices, teamwork, conflict resolution, and decision-making processes. Therefore, employees are constantly exposed to cultural influences

throughout their work activities. As a result, positive cultural values can positively shape employee perceptions and contribute to higher levels of satisfaction.

These findings are consistent with previous research that reported a positive relationship between organizational culture and job satisfaction. Research conducted by Fitrianiingsih (2021) and other scholars found that organizational culture makes a positive contribution to employee satisfaction by creating a supportive work environment and encouraging a positive employee experience. Similarly, studies examining public and private organizations have shown that a strong organizational culture increases employee commitment, motivation, and job satisfaction.

From a managerial perspective, these findings show that PT XYZ needs to continue to strengthen the implementation of organizational culture. While the overall cultural assessment is strong, the relatively low scores on team onboarding indicate the need for a greater emphasis on collaboration and teamwork. Management may consider implementing team-building programs, cross-functional projects, and collaborative problem-solving activities to strengthen teamwork and strengthen relationships between employees. These efforts can further improve employee satisfaction and organizational performance.

The Influence of Work Motivation and Organizational Culture on Employee Job Satisfaction

The results of the simultaneous analysis show that work motivation and organizational culture together affect employee job satisfaction. The value of the determination coefficient (R^2) of 0.927 indicates that 92.7% are categorized as very strong, with variations in employee job satisfaction can be explained by both variables. These findings show that work motivation and organizational culture collectively are important determinants of employee satisfaction in the Human Resources Division and Secretariat of PT XYZ.

The high explanatory power of this model suggests that employee satisfaction is shaped by individual and organizational factors. Work motivation is an internal factor that drives employee behavior, while organizational culture is an external environmental factor that influences employee experiences and perceptions. Employees are more likely to feel satisfaction when they have strong personal motivation and at the same time work in a supportive organizational environment. Therefore, the interaction between motivation and culture creates favorable conditions for a positive work attitude and organizational commitment.

These findings support the perspective that employee satisfaction cannot be fully understood through a single-factor approach. Employees evaluate their work not only based on individual needs and aspirations, but also on organizational conditions and experiences in the workplace. Employees who feel motivated but work in a weak organizational culture may still experience dissatisfaction due to a lack of support or unclear expectations. Conversely, a strong organizational culture may not be enough if employees lack motivation or opportunities for personal development. Therefore, both factors must be managed simultaneously to maximize employee satisfaction.

The practical implication of these findings is that organizational leaders must adopt a comprehensive approach to human resource management. Rather than just focusing on motivational programs or cultural initiatives, management must ensure that both factors are developed simultaneously. Organizations must create systems that encourage employee achievement, recognition, and professional growth, while maintaining organizational values that promote collaboration, integrity, accountability, and excellence. An integrated approach like this can strengthen employee satisfaction and contribute to the long-term effectiveness of the organization.

Overall, the study's findings show that work motivation and organizational culture are important determinants of employee job satisfaction. Employees who are motivated and supported by a strong organizational culture are more likely to have a positive work attitude, maintain a commitment to the organization, and contribute effectively to the organization's goals. Therefore, efforts to improve employee satisfaction should focus on strengthening motivational factors and organizational culture as complementary components of effective human resource management.

CONCLUSION

This study aims to find out the work motivation, organizational culture, employee job satisfaction and to find out the influence of work motivation and organizational culture on employee job satisfaction in the Human Resources Division and the Secretariat of PT XYZ. Based on the results of descriptive and inferential statistical analysis, several important conclusions can be drawn.

First, employee work motivation is categorized as high. The findings show that employees generally have strong motivation in carrying out their duties and responsibilities. Second, organizational culture is categorized as strong. Employees generally view the organizational values implemented by PT XYZ positively and show acceptance of the behavioral norms set in the organization. Third, employee job satisfaction is categorized as satisfactory. Employees generally have positive feelings towards their work and the environment of their organization.

Fourth, a) the results of hypothesis testing show that work motivation has a positive influence on the job satisfaction of the employee. Employees who have a higher level of motivation tend to experience greater satisfaction with their work. b) Organizational culture was found to have a positive influence on employee job satisfaction. The results show that a strong organizational culture contributes to creating a supportive work environment and fostering positive employee attitudes. c) Work motivation and organizational culture simultaneously affect employee job satisfaction. The value of the determination coefficient (R^2) of 0.927 indicates that 92.7% who are categorized as very strong with variations in employee job satisfaction can be explained by these two variables.

Research Implications

The findings of this study provide both theoretical and practical implications. From a theoretical perspective, this study supports existing human resource management theories that emphasize the importance of work motivation and organizational culture as determinants of employee job satisfaction. The results of the study reinforce the argument that employee satisfaction is influenced by the interaction between individual motivational factors and organizational culture factors.

From a practical perspective, these findings suggest that PT XYZ should continue to invest in initiatives aimed at strengthening work motivation and organizational culture. Efforts to improve job satisfaction should focus not only on increasing individual motivation through recognition, responsibility, and career development opportunities, but also on strengthening organizational values that encourage collaboration, integrity, professionalism, and organizational commitment.

Research Limitations

This research has several limitations. First, this research was only conducted in the Human Resources Division and the Secretariat of PT XYZ, which can limit the generalization of findings to other divisions or organizations. Second, this study only examined two independent variables, namely work motivation and organizational culture, while employee job satisfaction can also be

influenced by other factors such as leadership style, compensation, work environment, employee engagement, organizational support, and work-life balance. Third, the study relied primarily on questionnaire-based responses, which may be susceptible to respondent bias and subjective perception.

Recommendations

Based on the findings and limitations of this study, several recommendations were proposed. For PT XYZ, management must strengthen programs that increase employee motivation, particularly in aspects related to the work itself, through job enrichment, task variation, and career development opportunities. Organizations should also strengthen organizational culture by promoting teamwork, communication, and collaboration between employees to improve relatively low team onboarding.

For subsequent researchers, it is recommended to expand the scope of the study by including employees from different organizational units or sectors to improve the generalization of the findings. Future studies will also need to consider incorporating additional variables such as leadership style, compensation, employee engagement, organizational commitment, and work environment to gain a more comprehensive understanding of the factors that affect employee job satisfaction.

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