


The Effect of Organizational Culture, Leadership Effectiveness and Innovative Behavior on Employee Performance with Job Satisfaction as an Intervening Variable at PT. Kemilau Permata Sawit Nagari Kubu Tapan

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Article Info	ABSTRACT
<p>Keywords: Organizational culture, Leadership Effectiveness, Innovative Behavior, Job Satisfaction and Employee Performance</p>	<p>This study aims to examine the extent of the influence of organizational culture, leadership effectiveness, and innovative behavior on employee performance with job satisfaction as an intervening variable at PT. Kemilau Permata Sawit Nagari Kubu Tapan. The data collection method was through surveys and distributing questionnaires, with a sample of 73 respondents. The analysis method used was multiple linear regression analysis and path analysis using SPSS. The results of the study obtained based on the Partial Test (t-Test) obtained a significant influence between Organizational Culture on Job Satisfaction. A significant influence between Leadership Effectiveness on Job Satisfaction. An insignificant influence between Innovative Behavior on Job Satisfaction. An insignificant influence between Organizational Culture on Employee Performance. An insignificant influence between Leadership Effectiveness on Employee Performance. A significant influence between Innovative Behavior on Employee Performance. A significant influence between Job Satisfaction on Employee Performance. The direct influence of Organizational Culture on Employee Performance Employee Performance is smaller than the indirect influence of Organizational Culture on Employee Performance through Job Satisfaction. The direct influence of Leadership Effectiveness on Employee Performance is smaller than the indirect influence of Leadership Effectiveness on Employee Performance through Job Satisfaction. The direct influence of Innovative Behavior on Employee Performance is greater than the indirect influence of Innovative Behavior on Employee Performance through Job Satisfaction.</p>
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INTRODUCTION

An organization requires people as its primary resource to achieve its goals. Humans are a crucial factor in an organization because they are able to mobilize all its components. Humans are resources with thoughts and feelings that distinguish them from other factors of production. The differences in their character and role are crucial, so organizations must consistently manage human resources effectively and efficiently to create excellence within

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society. High-quality, high-performing human resources will make a significant contribution to organizational advancement.

Implementing development, particularly in the provision of public services to the community, requires human resources in the form of government officials with specific capabilities. The level of professionalism of government officials needs to be continuously improved through the appropriate placement of government officials, in accordance with job demands, and who possess the qualifications and capabilities to carry out their work. In the current era of globalization, every government organization is required to improve the quality of its human resources to be more innovative in responding to change. Improving the quality of strategic human resources through skills enhancement, development, and management of human resource organization. This is a primary requirement for achieving competitiveness and independence. In a company, the role of human resources is crucial in determining the effectiveness of a company's operations. Competent and qualified human resources are essential for a company, especially in the current era of globalization. In this era, all business organizations must be ready to adapt and strengthen themselves to be competitive and able to meet all future challenges. Human resources, in this case employees, must always play an active and dominant role in every organizational activity because humans are the planners, behaviorists, and determinants of the achievement of organizational goals. Effective use of the workforce is key to improving employee performance, so a company policy is needed to motivate employees to be able to work more productively according to the established plan. Productivity is a benchmark for a company to measure employee performance.

According to (Mangkunegara, 2016) Performance is the quality and quantity of work results achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to them. The factors that influence performance are ability and motivation. Furthermore, according to (Mulyadi, 2017) Factors that influence performance are Knowledge, Skills, Competence, Compensation, Motivation, Leadership, Enthusiasm, Work Environment, Organizational Commitment and Job Satisfaction. According to (Hamali, 2016) Organizational Commitment is an attitude or a condition in which an employee sides with a particular organization and upholds its values and goals and strives to maintain membership in that organization. (Robbins & Coutler, 2016) Organizational culture is the values, principles, traditions, and attitudes that influence the way members of an organization act. According to (Priansa, 2016) Work motivation is a way to encourage employees to work according to expectations. Motivating employees can improve their performance, leading to high work enthusiasm and completing tasks assigned by management.

PT. Kemilau Permata Sawit, complete address Kubu Tapan Village South Coast Regency, West Sumatra Province. PT. Kemilau Permata Sawit This is one of many palm oil processing companies in West Sumatra that has been operating since the 2000s. To maintain business continuity in the face of other competitors in Pesisir Selatan Regency, PT. Kemilau Permata Sawit Focusing business strategies on increasing productivity, enhancing efficiency across all sectors, and diversifying into promising sectors related to the core business of palm oil plantations and processing. However, this strategy is not the only thing that needs to be

considered. PT. Kemilau Permata Sawit but also Human Resources. To be able to create a balance between strategy and realization. With the existence of quality Human Resources in PT. Kemilau Permata Sawit will further support production. However, the opposite will be true if the Human Resources owned by PT. Kemilau Permata Sawit Poor quality human resources will reduce production. The quality of a company's human resources can be measured based on the targets set by the company and the results achieved by its employees. Employees must be able to deliver maximum results in achieving their assigned targets. PT. Kemilau Permata Sawit. By giving production targets to employees PT. Kemilau Permata Sawit then we can assess the seriousness of employees in working to achieve the given targets.

Palm oil production in PT. Kemilau Permata Sawit In 2016, the target was 300,000 tons, with a realization of 211,231 tons with a percentage of 70.41%. In 2017, the target was 300,000 tons, with a realization of 189,863 tons with a percentage of 63.28%. In 2018, the target was 300,000 tons, with a realization of 215,222 tons with a percentage of 71.74%. In 2019, the target was 300,000 tons, with a realization of 221,988 tons with a percentage of 73.99%. In 2020, the target was 300,000 tons, with a realization of 202,123 tons with a percentage of 66.70%. With an average target of 300,000 tons, while the realization was only 212,085.4 tons with a percentage of 70.69%. From this, it can be concluded that employee performance is suboptimal, possibly due to organizational culture, leadership effectiveness, innovative behavior, and job satisfaction.

Based on the results of previous research conducted by (Jannah, 2017) which states that Leadership Effectiveness and Innovative Behavior have a positive and significant influence on Job Satisfaction. Research conducted by (Andari, 2018) which states that Leadership Effectiveness and Innovative Behavior have a positive and significant influence on Job Satisfaction. However, research conducted by (Annam, 2019) which states that Leadership Effectiveness and Innovative Behavior have an insignificant influence on Job Satisfaction.

Furthermore, the results of research conducted by (Yuliana & T, 2019) which states that Job Satisfaction and Leadership Effectiveness have a positive and significant influence on Performance. Research conducted by (Winata, 2016) which states that Job Satisfaction and Innovative Behavior have a positive and significant influence on Performance. As well as research conducted by (Changgriawan, 2017) which states that Job Satisfaction and Innovative Behavior have an insignificant influence on Performance.

METHOD

Multiple Regression Analysis

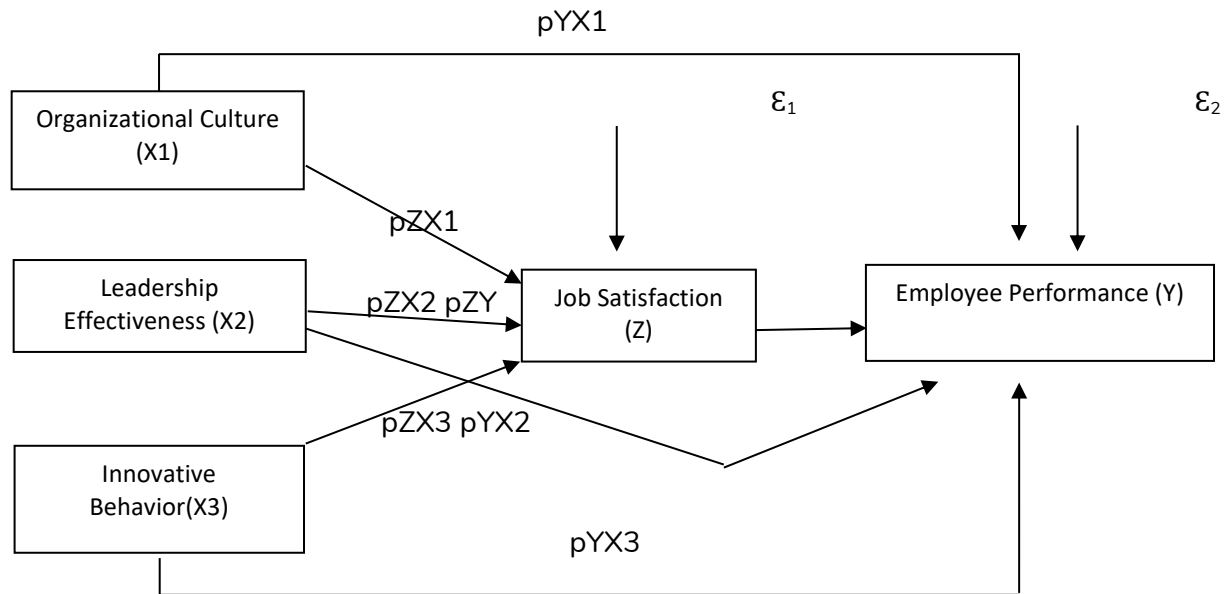
Multiple Regression Analysis is an analysis used to determine the influence between independent variables and their dependent variables and intervening variables. The mathematical formula for multiple regression used in this study is:

$$\text{Model 1: } Z = b_1X_1 + b_2X_2 + b_3X_3 + e$$

$$\text{Model 2: } Y = b_4X_1 + b_5X_2 + b_6X_3 + b_7Z + e$$

Path Analysis

According to (Yudiatmaja, 2017) "A structural equation is an equation that states the relationship between variables in an existing path diagram." The structure of a path diagram is as follows:



RESULTS AND DISCUSSION

Research Description

Table 1. Calculation of Questionnaire Distribution Results

No	Questionnaire	Amount	Percentage
.		t	%
1	Distributed questionnaires	73	100
2	Unreturned questionnaires	0	0
	Incorrectly filled out (defective or damaged)		0
3	questionnaire	0	
4	Questionnaires suitable for data processing	73	100

Source: Survey Results, 2025

Research Data Analysis

Multiple Linear Regression Analysis

One Equation Model

To determine the influence between Organizational Culture, Leadership Effectiveness and Innovative Behavior on Job Satisfaction, multiple linear regression analysis was used, the following regression tests were carried out:

Table 2. Results of Multiple Linear Regression Test of One Equation

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2,568	3,296		,779	,439
Organizational Culture (X1)	,628	,116	,600	5,419	,000
Leadership Effectiveness (X2)	,475	,178	,286	2,665	,010
Innovative Behavior (X3)	,022	,099	,015	,218	,828

Source: SPSS processing, 2025

Based on table 2. above, the regression equation can be seen as follows:

$$Z = 2.568 + 0.628 X1 + 0.475 X2 + 0.022 X3 + e$$

1. The constant value is 2.568: this means that if Organizational Culture (X1), Leadership Effectiveness (X2) and Innovative Behavior (X3) are ignored (0), then the value of Job Satisfaction (Z) is 2.568.
2. The regression coefficient of the Organizational Culture variable is 0.628: if Organizational Culture (X1) is increased by one (1) unit with the assumption that Leadership Effectiveness (X2) and Innovative Behavior (X3) are ignored (0) then Job Satisfaction (Z) will increase by 0.628.
3. The regression coefficient of the Leadership Effectiveness variable is 0.475: if Leadership Effectiveness (X2) is increased by one (1) unit with the assumption that Organizational Culture (X1) and Innovative Behavior (X3) are ignored (0) then Job Satisfaction (Z) will increase by 0.475.
4. The regression coefficient of the Innovative Behavior variable is 0.022: if Innovative Behavior (X3) is increased by one (1) unit with the assumption that Organizational Culture (X1) and Leadership Effectiveness (X2) are ignored (0) then Job Satisfaction (Z) will increase by 0.022.

Two-Equation Model

To find out the influence between Organizational culture, Leadership Effectiveness, Innovative Behavior and Job Satisfaction towards Employee Performance then multiple linear regression analysis was used, the following regression tests were carried out:

Table 3. Results of Multiple Linear Regression Test of Two Equations

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3,823	4,043		,945	,348
Organizational Culture (X1)	,256	,169	,189	1,514	,135

Leadership Effectiveness (X2)	,210	,228	,098	,918	,362
Innovative Behavior (X3)	,659	,121	,365	5,449	,000
Job Satisfaction (Z)	,507	,147	,393	3,450	,001

Source: SPSS processing, 2025

Based on table 3. above, the regression equation can be seen as follows:

$$Y = 3.823 + 0.256 X1 + 0.210 X2 + 0.659 X3 + 0.507 Z + e$$

1. The constant value is 3.823: this means that if Organizational Culture (X1), Leadership Effectiveness (X2), Innovative Behavior (X3) and Job Satisfaction (Z) are ignored (0), then Employee performance (Y) value is 3.823.
2. The regression coefficient of the Organizational Culture variable is 0.256: if Organizational Culture (X1) is increased by one (1) unit with the assumption that Leadership Effectiveness (X2), Innovative Behavior (X3) and Job Satisfaction (Z) are ignored (0) then Employee performance (Y) will experience an increase of 0.256.
3. The regression coefficient of the Leadership Effectiveness variable is 0.210: if Leadership Effectiveness (X2) is increased by one (1) unit with the assumption that Organizational Culture (X1), Innovative Behavior (X3) and Job Satisfaction (Z) are ignored (0) then Employee performance (Y) will experience an increase of 0.210.
4. The regression coefficient of the Innovative Behavior variable is 0.659: if Innovative Behavior (X3) is increased by one (1) unit with the assumption that Organizational Culture (X1), Leadership Effectiveness (X2) and Job Satisfaction (Z) are ignored (0) then Employee performance (Y) will experience an increase of 0.659.
5. The regression coefficient of the Job Satisfaction variable is 0.507: if Job Satisfaction (Z) is increased by one (1) unit with the assumption that Organizational Culture (X1), Leadership Effectiveness (X2) and Innovative Behavior (X3) are ignored (0) then Employee performance (Y) will experience an increase of 0.507.

Hypothesis Testing

One Regression Model

The t-test is intended to test the significance of the influence of independent and dependent variables partially. Where this test compares the probability of significance with alpha 0.05. From the results of this test, if the probability of significance is smaller than alpha 0.05, then Ho is rejected and Ha is accepted, meaning there is an influence of X on Y. The probability of significance is greater than alpha 0.05, then Ho is accepted and Ha is rejected, meaning there is no relationship. The degrees of freedom (df) $n_k - 1$ are $73 - 3 - 1 = 69$ (n is the number of respondents and k is the number of independent variables) so that the results obtained for the t-table are 1.986. The results of data processing can be presented in the following table 4.23:

Table 4. Partial Over All Independent Variables

Independent Factors	t-count	t-table	Significant	Probability
Organizational culture(X1)	5,419	1,994	0,000	0.05

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Independent Factors	t-count	t-table	Significant	Probability
Leadership Effectiveness(X2)	2,665	1,994	0.010	0.05
Innovative Behavior(X3)	0.218	1,994	0.828	0.05

Source: SPSS processing, 2025

- a. Organizational Culture Variable (X1)
 The test results using SPSS obtained a t-count for the Organizational Culture variable (X1)5,419greater than the t-table of 1.994. By using a significance limit of 0.05, the significance value of Organizational Culture (X1) is 0.000, so Ho is rejected and H1 is accepted. Thus, the first hypothesis is accepted.
- b. Leadership Effectiveness Variable (X2)
 The test results using SPSS obtained a t-count for the Leadership Effectiveness variable (X2)2,665greater than the t-table of 1.994. By using a significance limit of 0.05, the significance value of Leadership Effectiveness (X2) is 0.010, so Ho is rejected and H2 is accepted. Thus, the second hypothesis is accepted.
- c. Innovative Behavior Variable (X3)
 The test results using SPSS obtained a t-count for the Innovative Behavior variable (X3)0.218smaller than the t-table of 1.994. By using a significance limit of 0.05, the significance value of Innovative Behavior (X3) is 0.828, so Ho is accepted and H3 is rejected. Thus, the third hypothesis is rejected.

Two-way Regression Model t-Test

The degrees of freedom (df) $nk-1$ is $73 - 4 - 1 = 68$ (n is the number of respondents and k is the number of independent variables) so that the results obtained for the t-table are 1.994. The results of the data processing can be presented in the following table 4.25:

Table 5 Partial Over All Independent Variables

Independent Factors	t-count	t-table	Significant	Probability
Organizational culture(X1)	1,514	1,994	0.135	0.05
Leadership Effectiveness(X2)	0.918	1,994	0.362	0.05
Innovative Behavior(X3)	5,449	1,994	0,000	0.05
Job Satisfaction (Z)	3,450	1,994	0.001	0.05

Source: SPSS processing, 2025

1. Organizational Culture Variables(X1)
 The test results using SPSS obtained a t-count for the Organizational Culture variable (X1)1,514smaller than the t-table of 1.994. By using a significance limit of 0.05, the significance value of Organizational Culture (X1) is 0.135, so Ho is accepted and H4 is rejected. Thus, the fourth hypothesis is rejected.
2. Leadership Effectiveness Variable (X2)
 The test results using SPSS obtained a t-count for the Leadership Effectiveness variable (X2)0.918smaller than the t-table of 1.994. By using a significance limit of 0.05, the significance value of Leadership Effectiveness (X2) is 0.362, so Ho is accepted and H5 is rejected. Thus, the fifth hypothesis is rejected.

3. Innovative Behavior Variable (X3)

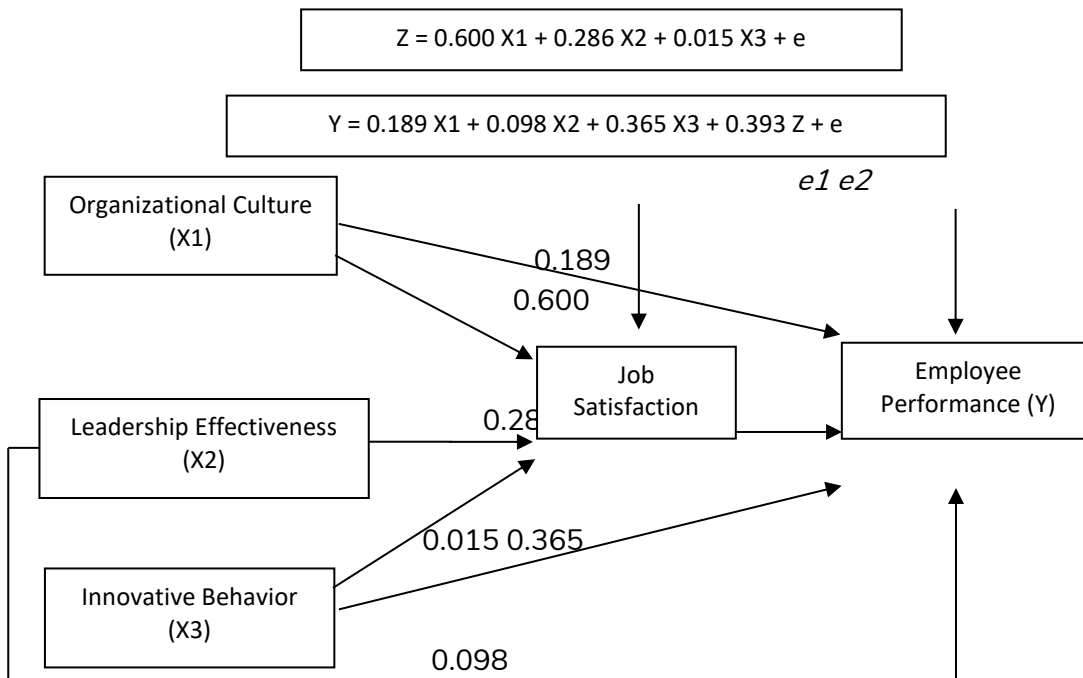
The test results using SPSS obtained a t-count for the Innovative Behavior variable (X3) 5,449 greater than the t-table of 1.994. By using a significance limit of 0.05, the significance value of Innovative Behavior (X3) 0,000 then Ho is rejected and H6 is accepted. Thus, the sixth hypothesis is accepted.

4. Job Satisfaction Variable (Z)

The test results using SPSS obtained the t-count for the Work Motivation variable (Z) 3,450 greater than the t-table of 1.994. By using a significance limit of 0.05, the significance value of Work Motivation (Z) is 0.001, so Ho is rejected and H7 is accepted. Thus, the seventh hypothesis is accepted.

Path Analysis Coefficient

Equations one and two can then be formulated into a path diagram as follows:



CONCLUSION

From the discussion in the previous chapters, it can be drawn several conclusions that there is a significant influence between Organizational Culture on Job Satisfaction. There is a significant influence between Leadership Effectiveness on Job Satisfaction. There is an insignificant influence between Innovative Behavior on Job Satisfaction. There is an insignificant influence between Organizational Culture on Employee Performance. There is an insignificant influence between Leadership Effectiveness on Employee Performance. There is a significant influence between Innovative Behavior on Employee Performance. There is a significant influence between Job Satisfaction on Employee Performance. The direct influence of Organizational Culture on Employee Performance is smaller than the indirect influence of Organizational Culture on Employee Performance through Job Satisfaction. The direct

influence of Leadership Effectiveness on Employee Performance is smaller than the indirect influence of Leadership Effectiveness on Employee Performance through Job Satisfaction. The direct influence of Innovative Behavior on Employee Performance is greater than the indirect influence of Innovative Behavior on Employee Performance through Job Satisfaction.

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