Jurnal Multidisiplin Sahombu
Volume 5, Number 07, 2025, DOI 10.58471/jms.v5i07
ESSN 2809-8587 (Online)
https://ejournal.seaninstitute.or.id/index.php/JMS/index

The Influence of Organizational Culture and Organizational Climate on Work Productivity With Job Satisfaction as an Intervening Variable at PT. Usaha Muda Sejahtera Pasaman Timur

Fitri Suherini[1], John Veri[2]
[1,2]Putra Indonesia University "YPTK" Padang

Article Info
Keywords:
Organizational Culture, Organizational Climate, Job Satisfaction and Work Productivity

ABSTRACT
This study aims to examine the influence of organizational culture and organizational climate on work productivity with job satisfaction as an intervening variable at PT. Usaha Muda Sejahtera Pasaman Timur. The data collection method was through a survey and distributing questionnaires, with a sample of 74 respondents. The analytical method used was path analysis using smartpls. The research results show a significant influence of organizational culture on job satisfaction. There is a significant influence of organizational climate on job satisfaction. There is a significant influence of organizational culture on work productivity. There is an insignificant influence of organizational climate on work productivity. There is an insignificant influence of job satisfaction on work productivity. There is an insignificant influence of organizational culture on work productivity through job satisfaction. There is an insignificant influence of organizational climate on work productivity through job satisfaction.

Corresponding Author:
Fitri Suherini
Putra Indonesia University "YPTK" Padang
fitrisuherini@gmail.com

INTRODUCTION

Human Resources are the most important resource in managing and carrying out organizational functions within a company. Organizational functions within a company are fully controlled by Human Resources. Therefore, humans are a strategic factor in all institutional/organizational activities. Furthermore, Human Resources Management means organizing and managing Human Resources based on the company's vision so that organizational goals can be optimally achieved. Therefore, Human Resources Management is also part of Management Science, which refers to the management function in implementing the processes of planning, organizing, staffing, leading, and controlling. Currently, Human Resources Management is changing and a stand-alone specialized function has become an integrated function with all other functions within the organization, to jointly achieve predetermined goals. (Hidayat, 2019).

Currently, HR management is changing and the stand-alone specialized function has become an integrated function with all other functions within the organization, to jointly achieve predetermined targets and have a very strategic planning function within the

Jurnal Multidisiplin Sahombu
Volume 5, Number 07, 2025, DOI 10.58471/jms.v5i07
ESSN 2809-8587 (Online)
https://ejournal.seaninstitute.or.id/index.php/JMS/index

organization, in other words, the old HR function has become more strategic.Human resources are the only resources that have feelings, desires, skills, knowledge, drive, power and work.

The business environment within a company is dynamic, with internal and external forces tending to drive changes to previously established regulations. Consequently, companies must modify or adopt new strategies to remain competitive, as strategic changes will determine the direction of each organizational function, including human resource management. Human resource management essentially encompasses all employee activities within a company that can be utilized to achieve various goals. Therefore, managers at all levels of the organization must pay close attention to employee performance. Employee performance is defined as the result of an individual's work, a management process, or the organization as a whole, and these results must be demonstrably concrete and measurable (compared to predetermined standards).(Hariyono, 2020).

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 utilization 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 established plans. Productivity is a company's benchmark for measuring employee performance.(Prasetyono & Ramdayana, 2020).

One of the factors that influences a company's success rate is the work performance of its employees.Job Performance is the work results that can be achieved by an individual or group of people in an organization, both quantitatively and qualitatively, in accordance with their respective authorities and responsibilities, in an effort to achieve the goals of the organization concerned legally, without violating the law, and in accordance with morals or ethics. Every company certainly wants its employees to have Job Performance. The presence of high-achieving employees will improve company performance. In addition, by having high-achieving employees, the company can improve its company performance. Because companies often face problems regarding their human resources. Human resource issues are a challenge for management because the success of management and others depends on the quality of its human resources. If individuals in the company, namely its HR, can run effectively, the company will continue to run effectively. In other words, the continuity of a company is determined by the performance of its employees. Work Productivity is the quality and quantity of work achieved by employees. Factors that influence Job Performance are Work Motivation, Job Satisfaction, Knowledge, Skills, Competence, Work Discipline, Compensation, Leadership, Work Experience, Emotional Intelligence and Communication. In this case, Job Performance is a benchmark for a company's success. The company will be able

Jurnal Multidisiplin Sahombu
Volume 5, Number 07, 2025, DOI 10.58471/jms.v5i07
ESSN 2809-8587 (Online)
https://ejournal.seaninstitute.or.id/index.php/JMS/index

to achieve its goals based on performance measured by its employees' work performance.(Kurniawan, 2019).

PT. Usaha Muda Sejahtera is located on Jl. Koto Kecil, Limo Koto, Bonjol, Pasaman Regency, West Sumatra. PT. Usaha Muda Sejahtera is an experienced business entity that works on national projects. PT. Usaha Muda Sejahtera currently has qualifications. PT. Usaha Muda Sejahtera can work on projects with sub-classifications such as:Construction Services for Commercial Buildings,Implementation Services for the Construction of Water Channels, Ports, Dams, and Other Water Resources Infrastructure,Implementation Services for Highway Construction (except flyovers), roads, railways, and airport runwaysAndConstruction Services for Indoor Sports Facilities and Recreational FacilitiesTo create a balance between strategy and implementation, the quality of a company's human resources can be measured by employee productivity. This is achieved by assigning production targets to employees.PT. Usaha Muda Sejahterathen we can assess the seriousness of employees in working to achieve the given targets.

Work results or productivity is a combination of three factors, namely interest in working, acceptance of delegation of tasks and roles, and the level of work enthusiasm is the desire and sincerity of a person to do his work well and be disciplined to achieve maximum productivity, work enthusiasm is the behavior of employees who work in more optimal conditions so that it reflects a situation where the office can achieve the expected goals. With high work enthusiasm is a positive reaction in other words can complete work with better results, then work enthusiasm has an influence on office activities, so that the office or organization wants employees who have high work enthusiasm.

METHOD

Structural Equation Modeling (SEM) Analysis

This study used the Structural Equation Modeling (SEM) analysis tool using the SmartPLS program. SmartPLS is a component-based approach for testing structural equation models, commonly called SEM. SmartPLS is based on the idea of having two iterative procedures that use least squares estimation for single and multi-component models. By applying these procedures, this algorithm aims to minimize the variance of all dependent variables, therefore the cause and direction between all variables need to be clearly defined. SmartPLS is divided into measurement models and structural models. SmartPLS is a powerful method because it is not based on many assumptions. Data does not have to be multivariate normal distribution (indicators with categorical, ordinal, interval, and ratio scales can be used in the same model). SmartPLS is also more efficient with algorithmic calculations that are capable of estimating larger and more complex models with hundreds of latent variables and thousands of indicators.(Sukmawati, 2023).

Measurement Model Test (Outer Model)

In data analysis techniques using SmartPLS, there are three criteria for assessing the outer model: Convergent Validity, Discriminant Validity, and Composite Reliability. Convergent validity of a measurement model with reflective indicators is assessed based on

Jurnal Multidisiplin Sahombu
Volume 5, Number 07, 2025, DOI 10.58471/jms.v5i07
ESSN 2809-8587 (Online)
https://ejournal.seaninstitute.or.id/index.php/JMS/index

the correlation between item scores or component scores estimated using SmartPLS software. An indicator is considered to have good reliability if it has a value above 0.7. We can see this figure by referring to the Outer Loading table in SmartPLS.(Darwin, 2021).In this composite reliability test, there are two tables that must be observed: the values contained in the Composite Reliability table and Cronbach's Alpha, which must be greater than 0.7. For the Discriminant Validity test, it can be seen from the cross-loading value. The correlation value of the indicator to its construct must be greater than the correlation value between the indicator and other constructs. There is another way to test Discriminant Validity by comparing the root value of the Average Variance Extracted (AVE) for each construct with the correlation between the construct and other constructs.

1. *Measurement Model*or Validity
   The outer model assessment aims to assess the correlation between item or indicator scores and their construct scores, indicating the level of validity of a statement item. Outer model testing is conducted based on the results of a questionnaire trial conducted for all research variables. There are three criteria in the use of data analysis techniques to assess the outer model: Convergent Validity, Discriminant Validity, and Composite Reliability. In the development stage, a correlation of 0.50 to 0.6 is considered acceptable. In research, the limit for convergent validity is above 0.5.
2. *Reliability*
   Once the data validity level is known, the next step is to determine the level of data reliability or the level of reliability of each construct or variable. This assessment is done by looking atComposite reliability value and Crombach alpha value. A construct is said to be reliable if it provides a Crombach alpha value > 0.70.
3. R-square
   Next, as explained previously, the inner model assessment will be evaluated through the R-Squared value, to assess the influence of certain exogenous latent constructs on endogenous latent constructs to see whether they have a substantive influence.

Path Coefficient and Hypothesis Testing

Inner model or structural model testing is conducted to examine the relationships between variables, their significance values, and the R-square of the research model. Model assessment using PLS begins by examining the R-square for each dependent latent variable. Changes in the R-square value can be used to assess the substantive influence of a particular independent latent variable on the dependent latent variable.

RESULTS AND DISCCUSION

Research Description

Table 1. Calculation of Questionnaire Distribution Results

No.	Questionnaire	Amount	Percentage %
1	Distributed questionnaires	74	100

Jurnal Multidisiplin Sahombu
Volume 5, Number 07, 2025, DOI 10.58471/jms.v5i07
ESSN 2809-8587 (Online)
https://ejournal.seaninstitute.or.id/index.php/JMS/index

No.	Questionnaire	Amount	Percentage %
2	Unreturned questionnaires	0	0
	Incorrectly filled out (defective or damaged)		0
3	questionnaire	0	
4	Questionnaires suitable for data processing	74	100

Source: Survey Results, 2025

Research Data Analysis

The data processing technique in this study uses the SEM method based on Partial Least Square (PLS) which requires two stages for the assessment of a research model: the outer model and the inner model. The outer model assessment aims to assess the correlation between item or indicator scores and their construct scores, which indicate the level of validity of a statement item. Outer model testing is carried out based on the results of questionnaire trials that have been conducted for all research variables. There are three criteria in the use of data analysis techniques to assess the outer model: Convergent Validity, Discriminant Validity, and Composite Reliability. In the development stage, a correlation of 0.50 to 0.6 is considered adequate or acceptable. In research, the limit for convergent validity values is above 0.7.

Outer Model (Structural Model) Testing Before Elimination

Based on the resultsTesting the outer model using SmartPLS, obtained the correlation values between the statement items of the research variables as follows:

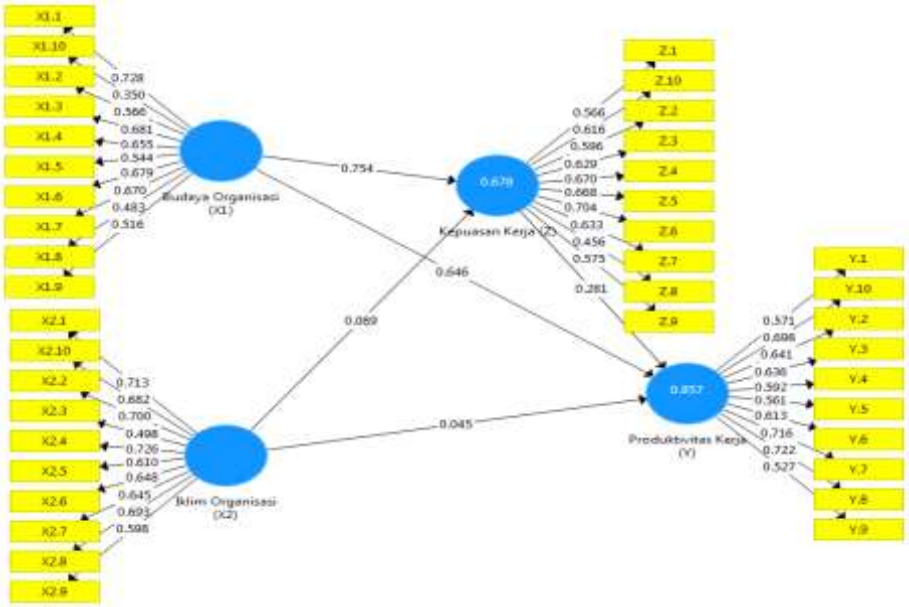

Figure 1. Outer Loadings Before Elimination

In data analysis techniques using SmartPLS, there are three criteria for assessing the outer model, namely convergent validity, discriminant validity, and composite reliability. Convergent validity of the measurement model with reflective indicators is assessed based

Jurnal Multidisiplin Sahombu
Volume 5, Number 07, 2025, DOI 10.58471/jms.v5i07
ESSN 2809-8587 (Online)
https://ejournal.seaninstitute.or.id/index.php/JMS/index

on the correlation between score items or component scores estimated by PLS software. Indicators are considered to have good reliability if they have a value above 0.7. There are three criteria in the use of data analysis techniques to assess the outer model, namely convergent validity, discriminant validity, and composite reliability. In the development stage, a correlation of 0.50 to 0.6 is considered adequate or acceptable. In research, the limit value of convergent validity is above 0.5.

Outer Model (Structural Model) Testing After Elimination

Based on the resultsTesting the outer model using SmartPLS, obtained the correlation values between the statement items of the research variables as follows:

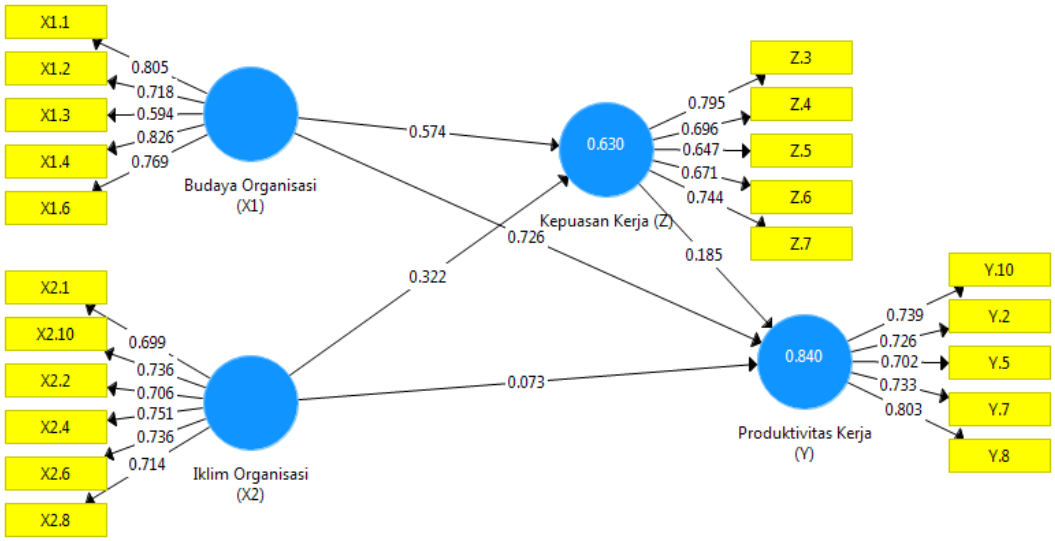

Figure 2. Outer Loadings After Elimination

Average Variance Extracted (AVE) Assessment

The validity criteria for a construct or variable can also be assessed through the Average Variance Extracted (AVE) value for each construct or variable. A construct is considered to have high validity if its value is above 0.50. The AVE values for all variables are presented below.

Table 2. Average Variance Extracted (AVE) Value

	Cronbach's Alpha	rho_A	Reliabilitas Ko...	Rata-rata Varians Diekstrak (AVE)
Budaya Organisasi (X1)	0.797	0.808	0.862	0.558
Iklim Organisasi (X2)	0.820	0.828	0.868	0.524
Kepuasan Kerja (Z)	0.756	0.760	0.837	0.508
Produktivitas Kerja (Y)	0.796	0.803	0.859	0.550

Based on Table 2, it can be concluded that all constructs or variables above meet good validity criteria. This is indicated by the Average Variance Extracted (AVE) value above the recommended 0.50 criterion.

Outer Model Testing (Structural Model)

The next testing process is testing the inner model, or structural model, which aims to determine the relationships between hypothesized constructs. The structural model is

Jurnal Multidisiplin Sahombu
Volume 5, Number 07, 2025, DOI 10.58471/jms.v5i07
ESSN 2809-8587 (Online)
https://ejournal.seaninstitute.or.id/index.php/JMS/index

evaluated by observing the R-Square value for the endogenous construct and the influence it receives from the exogenous construct.

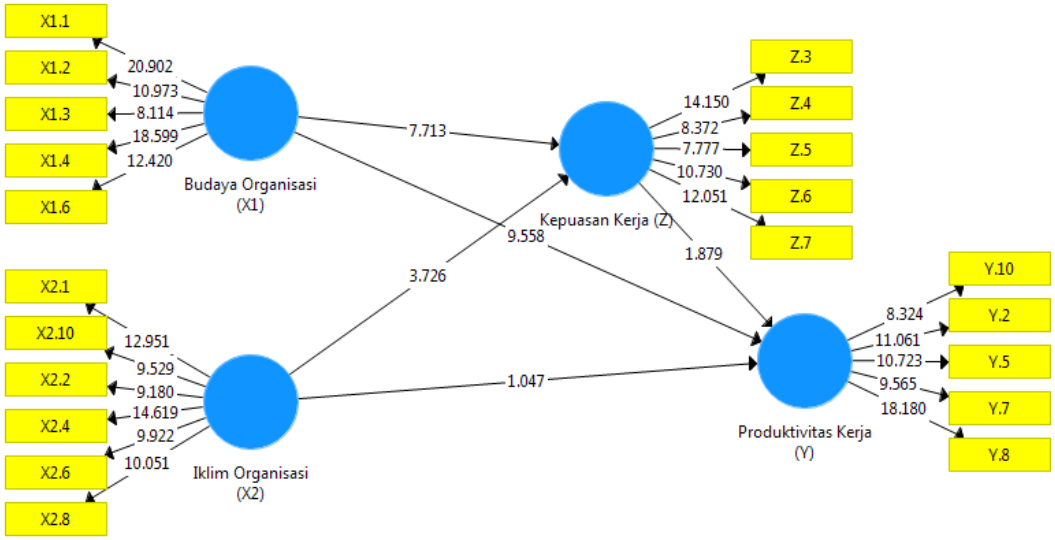

Figure 3. Structural Model

Based on the image above, the structural model above can be formed into the following model equation:

a. Equation Model I, is a description of the magnitude of the influencethe construct of organizational culture and organizational climate on job satisfactionwith the existing coefficients plus the error rate which is an estimation error or which cannot be explained in the research model.

$$Z = 7{,}713X1 + 3{,}726X2 + e1$$

1. Variable regression coefficientorganizational culture(X1) is 7.713: iforganizational culture(X1) is increased by one (1) unit assumingorganizational climate (X2) is ignored (0) then job satisfaction (Y) will experience an increase of 7.713 weight units.
2. Variable regression coefficientorganizational climate(X2) is 3.726: iforganizational climate(X2) is increased by one (1) unit with the assumptionorganizational culture(X1) is ignored (0) then job satisfaction (Y) will experience an increase of 3.726 weight units.

b. Equation Model II, is a description of the magnitude of the influenceorganizational culture construct,organizational climate and job satisfactiontowork productivitywith each coefficient for each construct plus an error which is the estimation error.

$$Y = 9{,}558X1 + 1{,}047X2 + 1{,}879\ Z + e2$$

1. Variable regression coefficientorganizational culture(X1) is 9.558: iforganizational culture(X1) is increased by one (1) unit assumingorganizational climate (X2) andjob satisfaction(Z) is ignored (0) thenwork productivity(Y) will experience an increase of 9.558 weight units.

Jurnal Multidisiplin Sahombu
Volume 5, Number 07, 2025, DOI 10.58471/jms.v5i07
ESSN 2809-8587 (Online)
https://ejournal.seaninstitute.or.id/index.php/JMS/index

2. Variable regression coefficientorganizational climate(X2) is 1.047: iforganizational climate(X2) is increased by one (1) unit with the assumptionorganizational culture(X1) andjob satisfaction(Z) is ignored (0) thenwork productivity(Y) will experience an increase of 1.047 weight units.
3. Variable regression coefficientjob satisfaction(Z) is 1.879: ifjob satisfaction(Z) is increased by one (1) unit assumingorganizational culture(X1) andorganizational climate(X2) is ignored (0) thenwork productivity(Y) will experience an increase of 1,879 weight units.

Next, as explained previously, the inner model assessment will be evaluated throughThe R-Square value of the work productivity construct is 0.840 or 84.0%, which shows the magnitude of the influence received by the work productivity construct from the constructorganizational culture,organizational climateAndjob satisfaction. While the R-Square value for the constructjob satisfactionof 0.630 or 63.0% shows the magnitude of the influence exerted by the constructorganizational cultureAndorganizational climatein explaining or influencingjob satisfaction.

PenHypothesis test

TestingThe hypothesis aims to answer the problems in this study, namely the influence of certain exogenous latent constructs on certain endogenous latent constructs, either directly or indirectly through mediating variables. Hypothesis testing in this study can be assessed from the magnitude of the t-statistic or t-count compared to the t-table of 1.96 at 5% alpha. If the t-statistic/t-count < t-table 1.96 at 5% alpha, then Ho is rejected and if the t-statistic/t-count > t-table 1.96 at 5% alpha, then Ha is accepted. The following SmartPLS output results illustrate the estimated output for testing the structural model.

Table 4. Results for Inner Weights Direct Affect

	Sampel Asli (O)	Rata-rata Sampel (M)	Standar Deviasi (STDEV)	T Statistik (| O/STDEV |)	P Values
Budaya Organisasi (X1) -> Kepuasan Kerja (Z)	0.574	0.576	0.074	7.713	0.000
Budaya Organisasi (X1) -> Produktivitas Kerja (Y)	0.726	0.727	0.076	9.558	0.000
Iklim Organisasi (X2) -> Kepuasan Kerja (Z)	0.322	0.327	0.086	3.726	0.000
Iklim Organisasi (X2) -> Produktivitas Kerja (Y)	0.073	0.081	0.070	1.047	0.296
Kepuasan Kerja (Z) -> Produktivitas Kerja (Y)	0.185	0.177	0.099	1.879	0.061

	Sampel Asli (O)	Rata-rata Sam...	Standar Devias...	T Statistik (| O/...	P Values
Budaya Organisasi (X1) -> Kepuasan Kerja (Z) -> Produktivitas Kerja (Y)	0.106	0.102	0.059	1.803	0.072
Iklim Organisasi (X2) -> Kepuasan Kerja (Z) -> Produktivitas Kerja (Y)	0.060	0.058	0.036	1.639	0.102

CONCLUSION

From the discussion in the previous chapters, several conclusions can be drawn: there is a significant influence of organizational culture on job satisfaction. There is a significant influence of organizational climate on job satisfaction. There is a significant influence of organizational culture on work productivity. There is an insignificant influence of organizational climate on work productivity. There is an insignificant influence of job satisfaction on work productivity. There is an insignificant influence of organizational culture

on work productivity through job satisfaction. There is an insignificant influence of organizational climate on work productivity through job satisfaction.

REFERENCE

Darwin, M. (2021). Quantitative Approach Research Methods. Indonesian Science Media and Author.

Hariyono, YC (2020). The Influence of Servant Leadership on Employee Performance Through Work Motivation at UD. Anugrah Mulya Rejeki. Agora, 8(2), 178–188.

Hidayat, DIT (2019). The Effect of Work Engagement and Cohesiveness in Work Groups on Employee Performance (A Study at Ciamis Class II-B Penitentiary). 1, 193–205.

Kurniawan, T. (2019). The influence of servant leadership on employee performance at PT. Tata Mulia Nusantara Indah with organizational culture perception as mediation. Agora, 7(1).

Prasetyono, H., & Ramdayana, IP (2020). The influence of servant leadership, organizational commitment, and the physical environment on teacher performance. Journal of Educational Management Accountability, 8(2), 108–123. https://doi.org/10.21831/jamp.v8i2.28458

Sukmawati, AS (2023). Quantitative Research Methods. PT. Sonpedia Publishing Indonesia.