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The Influence of Work Culture and Proactive Personality on Job Satisfaction and its Impact on Job Performance

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The objective of this study is to examine the interplay between work culture, proactive personality, job satisfaction, and job performance among employees, with a focus on investigating whether job satisfaction mediates the relationship between work culture and proactive personality with job performance. The scope of the research encompasses analyzing these factors within the context of organizational dynamics and employee behavior, aiming to provide insights for organizations to optimize their work environments and enhance employee performance. This study delves into the intricate relationship between work culture, proactive personality traits, job satisfaction, and employee performance. By exploring whether job satisfaction mediates the link between work culture, proactive personality, and performance, the research seeks to enhance working conditions and employee effectiveness. Employing Partial Least Square (PLS) analysis within Structural Equation Modeling (SEM), the study examines these relationships, revealing robust levels of work culture (mean = 4.17), proactive personality (mean = 4.07), job satisfaction (mean = 3.84), and performance (mean = 4.05), indicative of a positive organizational climate. Regression analysis underscores the significant impact of work culture and proactive personality on job satisfaction and performance, highlighting the importance of nurturing these attributes for heightened employee satisfaction and productivity. Ultimately, the study emphasizes the profound influence of work culture and proactive traits on job satisfaction and performance, advocating for the cultivation of positive work environments and proactive characteristics. Moreover, the identification of job satisfaction as a mediator offers valuable insights for organizational strategies aimed at improving employee satisfaction and productivity.

Keywords: Job Performance, Job Satisfaction, Proactive Personality, Smart PLS, Work Culture

Introduction

Various changes in the company's environment require individuals and organizations to make adjustments, including in the field of HR. HR plays a dominant role in every company's activities. High-quality and loyal HR will make all company activities run smoothly. HR that is loyal to the company will certainly have high job satisfaction in the company where they work. A survey conducted by Pricewaterhouse Coopers International (PwC) in 2023 showed that the level of job satisfaction among employees in Indonesia is quite high, reaching 75%. This figure is

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above the average level of job satisfaction among employees in the Asia Pacific region, which is 57% (Salsabila, 2023). Based on the phenomenon and facts above, with the increasing job satisfaction of employees, all company activities can run smoothly. Employees who are satisfied with their work tend to be more committed to the company and are more willing to work hard. In the IMD World Talent Ranking (WTR) 2023 research results, there is good news for Indonesia, which has successfully increased the competitiveness of its human resources (HR) at the global level. Indonesia has risen four places from 51st position in 2022 to 47th position. There are three determining factors: investment and development of HR, attractiveness to foreign HR, and the level of readiness to retain HR domestically. This achievement marks a significant development in efforts to improve the competitiveness of Indonesian HR on the global stage (Hidayat, n.d.). In the Forum Group Discussion (FGD) discussing the RPJPN 2025-2045, particularly in the sectors of health, education, science, technology, and innovation, the Minister of National Development Planning/Head of Bappenas Suharso Monoarfa has highlighted that having high-quality human resources (HR) is essential to realizing Indonesia's progress (Febriana, n.d.).

Previous research conducted by (Jayanti & Nazwirman, 2020), Emphasizing the importance of leadership, work culture, work motivation, and job satisfaction in increasing employee productivity in the investment alert task force operating under the auspices of the Financial Services Authority. Then according to (Y. R. Al Hakim et al., 2021) It is important for organizations to pay special attention and understand how important it is to develop a supportive work environment and maintain a suitable work culture. Furthermore, according to (Winandar et al., 2021) Highlighting the central role of job satisfaction as a link that connects work culture and emotional intelligence. As for according to (Rahman & Subarkah, 2022) There is a need for a deep understanding and attention to the importance of the proactive personality's role in increasing employee job satisfaction. This is a key factor in improving the quality of service provided by the organization. Then according to (Indriati & Nazhifi, 2022b; Sari, 2021) various factors that influence job performance include work experience, work discipline, and job satisfaction. It is important to remember that job satisfaction affects job performance, as employees who are satisfied with their jobs generally achieve good work results. There are various factors that influence job performance such as work culture, proactive personality, and job satisfaction. These steps play a crucial role in helping to understand how these factors interact and impact job satisfaction levels.

This study was conducted to determine the extent of the influence of work culture and proactive personality on employee job satisfaction and the resulting impact on job performance. The researcher is aware that the variables in this study are objects of study that have not been explored before. The presence of this research is unique because its model is the result of the development of previous relevant research that also has different characteristics. This encourages researchers to further investigate the level of job satisfaction and its impact on employee job performance. This research has different characteristics from previous research that are limited to exploring the relationship between variables without considering the consequences of these relationships on job performance. This research was conducted to provide new insights and understanding in the field of human resources. The researcher concludes that the ideal respondents for this study are employees who have been working for approximately 1 year and are still working in the company.

Based on the results of the study of the above phenomenon, this research problem can be formulated to analyze the influence of work culture and proactive personality on job satisfaction and its impact on the performance of the company's employees. Therefore, organizational or company efforts are needed to improve the quality of their human resources. With characteristics as mentioned, this provides a greater opportunity for more in-depth research, especially in exploring factors that contribute to the level of job satisfaction. This research aims to test the extent of the influence of work culture and proactive personality on job satisfaction, as well as its

impact on job performance. It is hoped that the results of this research can provide guidance for companies that want to improve the satisfaction and performance of their employees. Thus, this research is expected to provide recommendations to companies that want to improve employee satisfaction and performance through the development of work culture and proactive personality.

The Resource-Based View (RBV) theory is a theory that views a company's resources and capabilities as crucial to its success. These resources and capabilities can become a source of sustainable competitive advantage for the company according to Wernerfelt (1984) in (Hadjri et al., 2023). One's perception of how much their job provides important benefits for their livelihood and well-being becomes a determining factor in job satisfaction. Job satisfaction is one's perception of how much their job provides important benefits for their livelihood and well-being. In *Two Factor Herzberg Theory* (Nurahmah et al., 2019) there are two factors that influence job satisfaction, namely the Motivation Factor and the Maintenance Factor. The Motivation Factor includes elements such as achievement, recognition, promotion, job type, and level of responsibility. Meanwhile, the Maintenance Factor involves aspects such as company policies, supervision, interpersonal relationships, compensation, job security, and working conditions.

Job satisfaction is the result of an individual's perception of how much their job supports the achievement of their personal and professional goals (Bowling dan Hammond, 2020). Job satisfaction refers to the emotional evaluation made by workers about their jobs, which can include positive or negative perceptions of it (Baehaki & Faisal, 2020). The feeling of job satisfaction reflects the support or disapproval perceived by an employee towards their job and is also related to their personal conditions. In other words, it is how an employee feels about their job and situation overall (Putri & Aldino, 2022). The Job Satisfaction variable consists of 5 indicators, namely: payment, the job itself, co-workers, job promotion, and supervision.

Job performance is the work result achieved by an individual in carrying out their duties, both in terms of quality and quantity. Job performance must also be accountable according to their role and responsibilities within the organization (Wahyuni & Haryono, 2023). Job performance is the work result that shows the extent to which an individual has achieved the set goals. Job performance is important for every organization because it can determine the success of the organization in achieving its goals (Baharuddin et al., 2022). They highlight that job performance includes goal achievement, productivity, and positive contributions to the organization. The Job Performance variable consists of 6 indicators, namely work results, job knowledge, initiative, mental agility, attitude, and discipline.

Work culture

Work culture is a set of values, norms, and rules that apply within an organization. These values come from the culture of the nation or society, which are then processed and developed into new values that are expected to be guidelines for employees in attitudes and behaviors in the workplace, according to Indrawan (2017) in (Masrukhin, 2004). In the dynamics of work culture, there is a mutual relationship and interdependence that mutually influence, both from social aspects and social contexts. Work culture reflects norms of values, attitudes, actions, goals, and job outputs that involve consistent procedures, technologies, and communication, with the aim of forming the desired work culture to improve company productivity (Ami Jayanti & Nazwirman, 2020). The Work Culture variable consists of 4 indicators, namely employee engagement, consistency, adaptability, and future orientation.

Proactive Personality

Proactive personality is a characteristic of a person who always seeks and takes initiative, not waiting to be pushed or directed by others. Employees who have a proactive personality tend to be more satisfied with their careers because they are more motivated to achieve goals and develop themselves according to Trivellas, et al (2015) in (Saputra, Natassia, & Utami, 2021). In

theory, it can be argued that proactive personality plays a significant role in increasing job satisfaction over time, with three key characteristics, namely the ability to take initiative, resilience in facing change, and focus on future aspects. Proactive employees are able to create situations that support successful job performance, which in turn increases individual satisfaction with their work conditions. This action forms a positive cycle that encourages changes in themselves and the work environment, which then leads to increased job satisfaction over time (Rahman & Subarkah, 2022). The Proactive Personality variable consists of 4 indicators, namely initiative, creativity, courage, and willingness to learn.

Research Model

After identifying and formulating the problem, the appropriate research model to use is as follows:

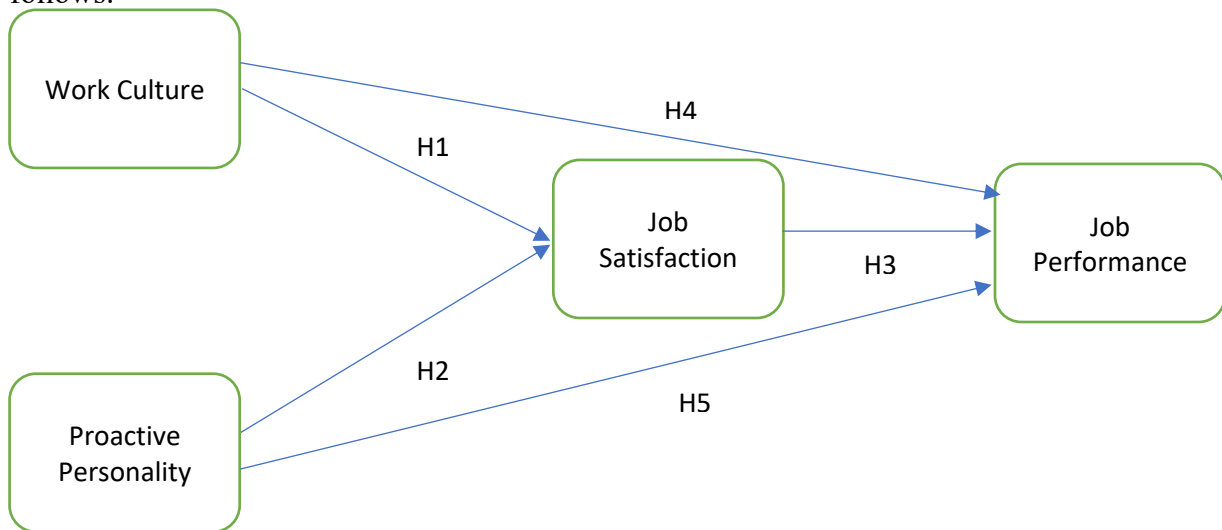


Figure 1. Research Model

Research Hypotheses

According to Rogers (1966) in (Yam & Taufik, 2021) defining a hypothesis as a temporary assumption used to formulate a theory or experiment and tested.

The Relationship Between Work Culture and Job Satisfaction

Work culture according to Robbin (2015) in (Mega et al., 2022) Work culture is a set of beliefs, values, and norms agreed upon by members of the organization and serve as guidelines for actions and behaviors in the workplace. In the study (Rofiq et al., 2021) there is an influence of work culture on job satisfaction. In the study (Maria et al., 2023) there is an influence of work culture on job satisfaction. In the study (Muhammad & Mutmainah, 2020) there is an influence of work culture on job satisfaction. The results of the above research have proven that work culture is related to job satisfaction. Work culture can be used as a driver to improve job satisfaction. Based on the above arguments, hypothesis one is established in this study, namely H1: Work Culture has a direct effect on Job Satisfaction.

The Relationship Between Proactive Personality and Job Satisfaction

Proactive Personality according to Liu and Yuan (2017) in (Saputra, Natassia, Utami, et al., 2021) individuals with a proactive personality in their work tend to be more successful in their careers, which ultimately can increase their job satisfaction. In the study (Rahman et al., 2022) there is an influence of proactive personality on job satisfaction. The results of the study above show that proactive personality is not related to job satisfaction. A proactive personality can be

used as a driver to increase job satisfaction. Based on the above arguments, hypothesis two is established in this study, namely H2: Proactive personality has a direct effect on job satisfaction.

The Relationship Between Job Satisfaction and Job Performance

Job Satisfaction according to Hasibuan (2016) in (Andronicus et al., 2021), The satisfaction of employees in their jobs plays a crucial role in boosting morale, maintaining discipline, and enhancing overall employee performance, contributing significantly to the accomplishment of company objectives. In the study (Indriati & Nazhifi, 2022a) there is an influence of job satisfaction on job performance. In the study (Putri et al., 2022) Job performance is impacted by the level of satisfaction an individual experiences in their job. In the study (Rumimpunu et al., 2021) Job performance is impacted by the level of satisfaction an individual experiences in their job. The results of the above research have proven that job satisfaction is related to job performance. Job satisfaction can be used as a driver to improve job performance. Based on the above arguments, hypothesis three is established in this study, namely H3: Job satisfaction has a direct effect on job performance.

The Relationship Between Work Culture and Job Performance

Work culture refers to the general views held by workers, based on the values they believe in, with the aim of creating the best performance in their work, and motivating them to produce certain products or services in return for the performance they achieve. In the study (Wiranda & Tarigan, 2022) there is an influence of work culture on job performance. In the study (M. Hakim, 2019) there is an influence of work culture on job performance. In the study (Charin et al., 2023) there is an influence of work culture on job performance. The results of the above research indicate that work culture affects job performance. Based on the above arguments, hypothesis four is established in this study, namely H4: Work culture has a direct effect on job performance.

The Relationship Between Proactive Personality and Job Performance

The importance of proactive personality as a determinant factor in achieving success in one's career is a primary concern. In theoretical views, studies have identified that personality has a positive impact on job satisfaction in a sustainable manner, and this occurs through three key characteristics, namely the ability to take initiative independently, orientation towards change, and focus on future aspects. In the study (Susilowati et al., 2021) There is an influence of proactive personality on job performance. The results of the above research indicate that proactive personality affects job performance. Based on the above arguments, hypothesis five is established in this study, namely H5: Proactive personality has a direct effect on job performance.

The Relationship Between Work Culture and Job Performance Through Job Satisfaction

Work culture that values teamwork can increase employee job satisfaction because they feel part of something bigger, therefore, it is important for companies to improve employee job satisfaction and loyalty. This can be done by applying values and norms that are supportive, collaborative, and rewarding. Based on the above arguments, hypothesis six is established in this study, namely H6: Work culture has an indirect effect on job performance through job satisfaction.

The Relationship Between Proactive Personality and Job Performance Through Job Satisfaction

Proactive employees are more likely to contribute positively to the team, which can increase their job satisfaction, therefore, it is important for companies to recruit and retain proactive employees. This can be done by creating a work environment that supports and appreciates

employee initiatives. Based on the above arguments, hypothesis seven is established in this study, namely H7: Work culture has an indirect effect on job performance through job satisfaction.

Methods

This research explores how work culture and dynamic personality concurrently affect job satisfaction and job performance. While earlier studies have usually focused on either work culture or dynamic personality variables, this research utilizes a path model to scrutinize the influence of work culture on both job satisfaction and job performance. The application of a path model enables a more thorough comprehension of the connection between these variables. Consequently, this study contributes to a comprehensive perspective on how work culture impacts both job satisfaction and job performance, assisting in the formulation of theories and practices in personnel management. The target respondents for the study are employees of the company being studied, and the research sample is taken from representative respondents who are studied. Employees in the company have relevant experience and knowledge for this research. Employees can provide accurate information about work culture, proactive personality, job satisfaction, and job performance. According to Hair et al., (2019), the recommended minimum sample size is 10 times the total number of indicators. Generally, a sample size of over 100 is preferable, but sample sizes smaller than 100 can be acceptable depending on the research context. Since the population is unknown, the research sample size is determined by multiplying the number of indicators of the variables under study by 10. Because the population is unknown, the number of research samples is determined by the Hair method, which is the number of samples calculated using the formula for the most indicators of the variables studied multiplied by ten. The Hair method is a quantitative data analysis method used to test the Structural Equation Model (SEM). SEM is a data analysis method that can be used to test the relationship between variables, which are variables that cannot be measured directly. Hair's research focuses on developing statistical methods for quantitative data analysis. One of the methods developed is PLS, which has several advantages, namely it can handle data that is not normal, incomplete, and complex.

In the realm of quantitative research, the magnitude of the variable utilized must be employed to accurately reflect the appropriate representation of the surveyed population. The determination of the variable's extent and the method of selecting participants, along with the compilation of information using the deployment of research queries, where the queries are formulated based on the indicators of each adapted variable, constitutes vital components of this study. Respondent answers using a Likert scale from 1 to 5 consisting of strongly disagree (1), disagree (2), neutral (3), agree (4), and strongly agree (5).

Table 1. Operational Table

No	Variabel	Parameter
1	Work Culture	Employee involvement, consistency, adaptability, future orientation, leadership
2	Proactive Personality	Initiative, courage, willingness to learn, assertiveness, creativity
3	Job Satisfaction	Payment, the job itself, job promotion, supervision, work-life balance
4	Job Performance	Quality of work, quantity of work, timeliness, problem-solving, teamwork, innovation

The purpose of the Likert scale is to quantify the variables being studied so that they can be tested using statistics. Participants are chosen according to the specified conditions, which include having a minimum of one year of employment with the company, holding a permanent position within the organization, and not being on leave or subject to termination from their job. This method is chosen because it has advantages and relevance to the research objectives. The method of selecting sample respondents used is an online survey using Google Forms.

The analysis method used is quantitative analysis to test hypotheses in the SEM (Structural Equation Modeling) research model. Data analysis is done using Smart PLS software. The data analysis steps consist of:

- a. Respondent demographic statistics are the identities of the research respondents.
- b. Descriptive statistics are utilized to ascertain the minimum, maximum, mean, and standard deviation values of the research variables.
- c. Validity test and reliability test of data, to see the quality of questions in the questionnaire and the consistency of respondents' answers to questions.
- d. Determination coefficient test (R²), to see the ability of independent variables and the mediating impact of intervening variables.
- e. The validation of hypotheses through hypothesis testing is acknowledged when the t-statistic exceeds 1.96, and the corresponding p-value is below 0.05.
- f. Regression equation to see the magnitude of the coefficient of influence of each independent variable and the mediating impact on the dependent variable.

Results

Descriptive statistics refer to the method of data analysis that involves the process of collecting, organizing, arranging, processing, presenting, and analyzing numerical data (Husnul et al., 2022). This research employs the Partial Least Square (PLS) analysis method as an alternative approach in Structural Equation Modelling (SEM) that focuses on variance analysis. PLS is used to test the hypotheses in this study. PLS aims to help researchers identify hidden variables that can be used for prediction purposes. This method has the advantage of being applicable with relatively small datasets/samples and does not require specific assumptions. Smart PLS Version 3 is the software used as a tool to estimate the structural equation based on variance analysis. In this program, variance analysis is used as a framework to calculate and understand the relationships between variables in a structural model.

Based on Hair's methodological theory, this study comprises 21 indicator variables, thus necessitating a sample size of $21 \times 10 = 210$. The demographic statistics of the respondents include 210 participants, with 90 males and 120 females. The age of the respondents is as follows: 17-30 years old: 50 people, 31-40 years old: 58 people, 41-50 years old: 71 people, > 50 years old: 31 people. For the educational level, there are 33 respondents with a high school diploma, 56 with a D3/S1 degree, 22 with an S2 degree, and 3 with an S3 degree. The employment status is as follows: 83 private sector employees, 1 civil servant, 14 entrepreneurs, 5 freelancers, and 11 others. The length of employment is as follows: 1-5 years: 50 people, 6-10 years: 40 people, 11-15 years: 43 people, 16-20 years: 31 people, >20 years: 46 people.

Table 2. Descriptive Statistics of Research Data

No	Variable	N	Minimum	Maximum	Mean	Standard Deviation
1	Work Culture	210	1	5	4.17	1.998
2	Proactive Personality	210	1	5	4.07	1.799
3	Job Satisfaction	210	1	5	3.84	1.647
4	Job Performance	210	1	5	4.05	1.813

Source: Processed by the Author (2023)

The level of implementation of the work culture variable is at a minimum of 1, a maximum of 5, and an average of 4.17. The average value of 4.17 is equivalent to an implementation of 83%, so it needs to be increased by another 17%. The level of implementation of proactive personality is at a minimum of 1, a maximum of 5, and an average of 4.07. The average value of 4.07 is equivalent to an implementation of 79%, so it needs to be increased by another 21%. The level of implementation of job satisfaction is at a minimum of 1, a maximum of 5, and an average of 3.84. The average value of 3.84 is equivalent to an implementation of 77%, so it needs to be

increased by another 23%. The level of implementation of job performance is at a minimum of 1, a maximum of 5, and an average of 4.05. The average value of 4.05 is equivalent to an implementation of 81%, so it needs to be increased by another 19%.

Outer Model Testing

The purpose of the outer model testing is to determine the validity and reliability of the model being studied. The influence of Average Variance Extracted (AVE) will be used to conduct this testing analysis.

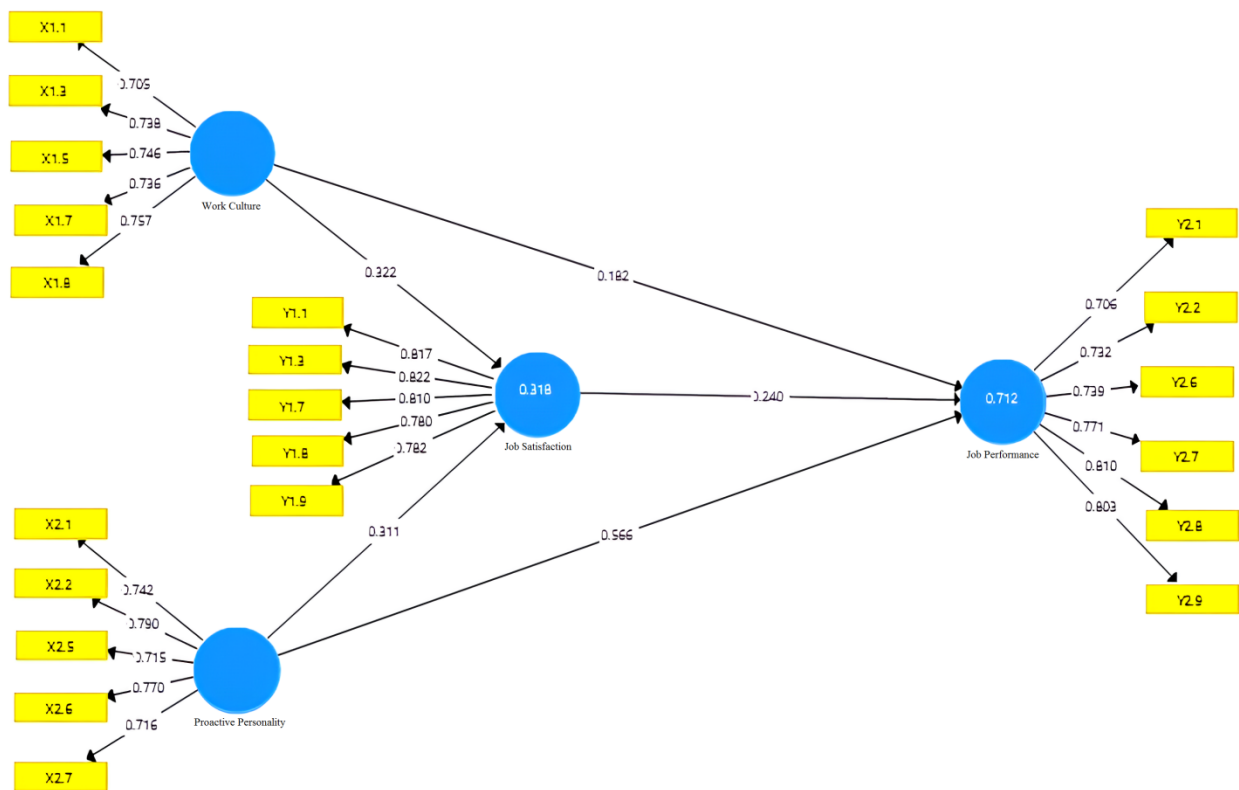


Figure 2. Outer Model Algorithm Results

In the convergent validity test, the AVE value is referred to because this value emerges as a result of the convergent validity analysis. Each construct of the latent variable constructs will have a value greater than 0.5 (>0.5). Because the expected value in this study is more than 0.5. The following is a picture of the AVE values produced:

Table 3. AVE Output Results

	Composite Reliability	Average Variance Extracted (AVE)
Work Culture	0,896	0,542
Proactive Personality	0,863	0,558
Job Satisfaction	0,900	0,644
Job Performance	0,892	0,579

Source: Processed by the Author (2023)

In this table, it can be observed that all constructs meet the criteria for convergent validity, with Composite Reliability (CR) values exceeding 0.7 and Average Variance Extracted (AVE) values surpassing 0.5. As a result, one can infer that every aspect considered in this research demonstrates sufficient convergent validity and strong reliability.

Hypothesis test

In this study, T-Statistic and P-Value are used as tools to test the truth of the hypothesis. If the T-Statistic value > 1.96 and P-Value < 0.05 , the hypothesis is considered accepted. Here are the results of the Path Coefficient of direct and indirect influence:

Table 4. Direct Influence Path Coefficients

	T-Statistics	P-Value
Work Culture ----> Job Satisfaction	3,478	0,001
Work Culture -----> Job Performance	2,103	0,036
Proactive Personality ----> Job Satisfaction	3,437	0,001
Proactive Personality -----> Job Performance	7,234	0,000
Job Satisfaction -----> Job Performance	3,456	0,001

Source: Processed by the Author (2023)

Based on the above figure, it is shown that there are five hypotheses that have a direct impact. The five hypotheses are accepted because the T-Statistic value > 1.96 and P-Value < 0.05 . The T-Statistic value of the variable Work Culture on Job Satisfaction variable is $3.478 > 1.98$, this indicates that there is a significant influence of the Work Culture variable on the Job Satisfaction variable. The T-Statistic value of the Work Culture variable on the Performance variable is $2.103 > 1.98$, this indicates that there is a significant influence of the Work Culture variable on the Performance variable. The T-Statistic value of the Work Culture variable on the Proactive Personality variable is $3.437 > 1.98$, This suggests a notable impact of the Proactive Personality variable on the Job Satisfaction variable. The T-Statistic value of the Proactive Personality variable on the Performance variable is $7.234 > 1.98$, this indicates that there is a significant influence of the Proactive Personality variable on the Performance variable. And the T-Statistic value of the Job Satisfaction variable on the Performance variable is $3.456 > 1.98$, this indicates that there is a significant influence of the Job Satisfaction variable on the Performance variable.

Table 5. Specific Indirect Effects of Indirect Influence

	T-Statistics	P-Value
Work Culture ---> Job Satisfaction ----> Job Performance	3,062	0,002
Proactive Personality ----> Job Satisfaction ---> Job Performance	2,840	0,005

Source: Processed by the Author (2023)

Based on the above table, it shows that two hypotheses have indirect effects. Both hypotheses are accepted because the T-Statistic value is > 1.96 and the P-Value is < 0.05 . The T-Statistic value of the variable Work Culture on Job Performance through Job Satisfaction is $2.423 > 1.96$, indicating that there is a significant effect of the Work Culture variable on Job Performance through Job Satisfaction. The T-Statistic value of the Proactive Personality variable on Job Performance through Job Satisfaction is $2.726 > 1.96$, Highlighting a noteworthy impact, it suggests that the Proactive Personality variable significantly influences Job Performance by way of Job Satisfaction.

Coefficient of Determination (R Square)

The purpose of testing the coefficient of determination is to measure how well a model can demonstrate the influence of independent variables simultaneously on the dependent variable, as indicated by the adjusted R-Square value.

Table 6. Coefficient of Determination (R Square)

	R Square	R Square Adjusted
Job Satisfaction	0,318	0,306
Job Performance	0,712	0,705

Source: Processed by the Author (2023)

Based on the above figure, the Coefficient of Determination (R Square) value for the Job Satisfaction variable is 0.318, indicating that all independent variables, namely the Work Culture variable and the Proactive Personality variable, simultaneously have an influence of 31.8% on the Job Satisfaction variable (dependent variable). For the Job Performance variable, the value is 0.712, which means that the independent variables, namely Work Culture and Proactive Personality, simultaneously have an influence of 71.2% on the Job Performance variable through the intervening variable. The remaining 28.8% is influenced by other variables outside the variables being tested.

Regression Equations

The regression equation is a mathematical equation used to describe the relationship between one or more independent variables and a dependent variable. The regression equation can be used to understand how changes in the independent variable(s) affect the dependent variable.

Table 7. Path Coefficients

	Original Sample (o)	Sample Mean (M)
Work Culture ---> Job Satisfaction	0,322	0,333
Work Culture ---> Job Performance	0,182	0,192
Proactive Personality -----> Job Satisfaction	0,311	0,310
Proactive Personality -----> Job Performance	0,566	0,564
Job Satisfaction -----> Prestasi Kerja	0,240	0,229
Work Culture ---> Job Satisfaction ----> Job Performance	0,077	0,076
Proactive Personality ----> Job Satisfaction ----> Job Performance	0,074	0,070

Source: Processed by the Author (2023)

Based on the above figure, the regression equations to see the magnitude of the influence of the coefficients of the Work Culture variable and the Proactive Personality Variable on Job Satisfaction and its impact on Job Performance are as follows:

$$\text{Regression Equation Model 1: } Y_1 = 0.322X_1 + 0.311X_2$$

$$\text{Regression Equation Model 2: } Y_2 = 0.182X_1 + 0.566X_2 + 0.240Y_1$$

The regression equations have the following meanings. First, if a company wants to increase job satisfaction, then what needs to be done is to improve the work culture and proactive personality of its employees. Second, if a company wants to improve employee job performance, then it needs to improve the work culture, proactive personality, and job satisfaction of its employees.

The first hypothesis in this study is accepted. Work culture affects job satisfaction. Work culture is implemented through four things, namely employee involvement, consistency, adaptability, and future orientation. The positive impact of these four factors on job satisfaction has been substantiated. An improvement in both the quality and quantity of implementing these four indicators leads to a substantial increase in job satisfaction. Conversely, a reduction in the implementation of the four work culture indicators results in a significant decline in job satisfaction. The results of this study consistently support and complement previous research conducted by (Mega et al., 2022), (Rofiq et al., 2021), (Maria et al., 2023), and (Muhammad & Mutmainah, 2020).

The second hypothesis in this study is accepted. Proactive personality affects job satisfaction. Proactive personality is implemented through three things, namely initiative, courage, and willingness to learn. The positive impact of these three factors on job satisfaction has been verified. A considerable improvement in both the quality and quantity of implementing these three indicators leads to a substantial increase in job satisfaction. Conversely, a reduction in the implementation of the three indicators of proactive personality results in a significant decline in

job satisfaction. The results of this study consistently support and complement previous research conducted by (Saputra, Natassia, Utami, et al., 2021), and (Rahman et al., 2022).

The third hypothesis in this study is accepted. Job satisfaction affects job performance. Job satisfaction is implemented through four things, namely payment, the job itself, job promotion, and supervision. The implications of these four things have been proven to have a positive effect on job performance. The better the quality and quantity of the implementation of these four indicators, the job performance will increase significantly. Conversely, if there is a decrease in the implementation of the four job satisfaction indicators, it will cause a significant decrease in job performance. The results of this study consistently support and complement previous research conducted by (Andronicus et al., 2021), (Indriati & Nazhifi, 2022a), and (Rumimpunu et al., 2021).

The fourth hypothesis in this study is accepted. Organizational culture affects job performance. Organizational culture is implemented through four things, namely employee involvement, consistency, adaptability, and future orientation. The implications of these four things have been proven to have a positive effect on job performance. The better the quality and quantity of the implementation of these four indicators, the job performance will increase significantly. Conversely, if there is a decrease in the implementation of the four organizational culture indicators, it will cause a significant decrease in job performance. The results of this study consistently support and complement previous research conducted by (Wiranda & Tarigan, 2022), (M. Hakim, 2019), and (Charin et al., 2023).

The fifth hypothesis in this study is accepted. Proactive personality affects job performance. Proactive personality is implemented through three things, namely initiative, courage, and willingness to learn. The implications of these three things have been proven to have a positive effect on job performance. The better the quality and quantity of the implementation of these three indicators, the job performance will increase significantly. Conversely, if there is a decrease in the implementation of the three proactive personality indicators, it will cause a significant decrease in job performance. The results of this study consistently support and complement previous research conducted by (Susilowati et al., 2021).

The sixth hypothesis in this study is accepted. Organizational culture affects job performance through job satisfaction. Organizational culture is implemented through four things, namely employee engagement, consistency, adaptability, and future orientation. Meanwhile, job satisfaction is implemented through four things, namely payment, the job itself, job promotion, and supervision. The implications of these eight things have been proven to have a positive effect on job performance. The better the quality and quantity of the implementation of these eight indicators, the job performance will increase significantly. Conversely, if there is a decrease in the implementation of the eight indicators, it will cause a significant decrease in job performance.

The seventh hypothesis in this study is accepted. Proactive personality affects job performance through job satisfaction. Proactive personality is implemented through three things, namely initiative, courage, and willingness to learn. Meanwhile, job satisfaction is implemented through four things, namely payment, the job itself, job promotion, and supervision. The implications of these seven things have been proven to have a positive effect on job performance. The better the quality and quantity of the implementation of these seven indicators, the job performance will increase significantly. Conversely, if there is a decrease in the implementation of the seven indicators, it will cause a significant decrease in job performance.

Conclusion

Based on the results of the research and hypothesis testing that has been conducted, the conclusion is that this study supports the proposed hypotheses. A good work culture and proactive personality of employees have a positive and significant effect on job satisfaction,

which in turn affects job performance. In addition, both work culture and proactive personality also have a significant direct effect on job performance, with proactive personality having a more dominant influence. Job satisfaction is also proven to play a role as an intervening variable that mediates the influence of work culture and proactive personality on job performance.

This study, although providing significant results, has several limitations that need to be addressed in future research. Firstly, the limited number of respondents, which was only 210 people, may not fully represent the actual situation. Additionally, this study only focused on private sector employees, excluding various types of jobs such as civil servants or entrepreneurs. Other limitations include the perspectives, beliefs, and understanding of the respondents, which can affect the accuracy of the data obtained through the questionnaire.

Based on the findings that organizational culture and proactive personality significantly influence job performance through job satisfaction as an intervening variable, several suggestions can be made. First, continuous observation and assessment of respondent behavior over time should be conducted. Second, consider adding additional variables that can influence many aspects of this study to increase the complexity of the analysis. Third, to improve the accuracy of research data, it is recommended to take a larger research sample to better represent a wider population, thus producing stronger findings and more valid generalizations. Therefore, further research can provide a deeper understanding of the relationship between organizational culture, proactive personality, job satisfaction, and job performance in various job contexts.

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