

## The Influence of Organizational Culture on Performance and Employee Satisfaction at Telkom University

Muhamad Yusuf Ramadhan,<sup>S.A.B.1</sup>, Dr. Agus Maolana Hidayat,<sup>S.E., M.Si.2</sup>,  
Dr. Heru Nugroho,<sup>S.Si., M.T.3</sup>

<sup>1</sup>Economics and Business, Telkom University, Indonesia

<sup>2</sup>Economics and Business, Telkom University, Indonesia

<sup>3</sup>Applied Science, Telkom University, Indonesia

\*Corresponding Author: Agus Maolana Hidayat

**ABSTRACT:** This study purpose is to analyze the influence of organizational culture on employee performance and job satisfaction at Telkom University. Organizational culture refers to the values, beliefs, and norms that guide the behavior and interactions of organization members. Using a survey method, data were collected from Telkom University employees through a questionnaire that measures variables related to organizational culture, performance, and job satisfaction. The research process began with problem identification, problem formulation, and a literature review to understand the related theories and concepts. The research design used a quantitative method, with data collection through a survey. The collected data were then processed and analyzed using Structural Equation Modeling (SEM) to test the relationships between variables and map the current organizational culture using the Organizational Culture Assessment Instrument (OCAI). The results show that organizational culture has a positive and significant influence on employee performance and job satisfaction. Dimensions of organizational culture such as innovation, stability, and cooperation were found to have a significant contribution in improving employee performance and job satisfaction. These findings provide insights for Telkom University's management in developing strategies to strengthen organizational culture to enhance employee performance and job satisfaction.

**Keywords** - organizational culture, employee performance, job satisfaction, Telkom University, Structural Equation Modeling (SEM), Organizational Culture Assessment Instrument (OCAI)

### I. INTRODUCTION

In the last five years, Telkom University in Indonesia has shown mixed progress in several key indicators measured by Webometrics. Telkom University's national ranking has fluctuated significantly, starting from 5th in 2020, dropping to 12th in 2023, before rising slightly to 11th in 2024 as shown in Table 1. These rankings reflect variability in perception and performance within the country.

Table 1 Telkom University Ranking in Webometrics

Year	Country Rank	Impact	Openness	World Rank
2020	5	763	1817	1435
2021	6	693	1772	1416
2022	9	817	1761	1436
2023	12	768	1457	1347
2024	11	598	1441	1206

Source : (Azanella, 2020; Direktorat Puti, 2021; Leksona, 2023; Webometrics, 2024)

Telkom University's Impact score fluctuated, with a low of 817 in 2022 and a high of 598 in 2024, indicating changes in the visibility and recognition of university content on the internet. The Openness indicator, which measures how much information and data is openly available by the university, shows great variability, with a low of 1817 in 2020 and a sharp increase to 1441 in 2024. Telkom University's du5nia ranking shows a clear upward trend, from 1435 in 2020 to 1206 in 2024. This shows that overall, Telkom University's international recognition and reputation is increasing. This increase is important as it reflects the

university's progress in strengthening its position globally.

**Table 2 Telkom University Achievement in 2023**

No.	Provider	National Ranking	Internasional Ranking
1	QS World University Ranking	11	1001 - 1200 world
2	QS AUR	13	351-400
3	The Impact Ranking	11	400-601
4	Webometrics	12	1268
5	UI GreenMetric	9	77
6	SINTA Score	20	-

Source : (Universitas Telkom, 2024)

Telkom University is performing quite competitively in various international university rankings in 2023 and 2024. In the QS World University Rankings 2024, the university is ranked 1001-1200th in the world and 301-350th in Asia, as well as 1151-1200th in the world and 15th in Indonesia in the QS Sustainability Rankings 2024. In THE World University Rankings 2024, Telkom University is ranked 1500+ in the world and 501-600 in Asia in 2023. Meanwhile, in THE Impact Rankings 2023, Telkom University is ranked 401-600 in the world. In addition, Webometrics 2023 ranks Telkom University 1268th in the world and 12th in Indonesia. In UI GreenMetric 2023, the university is ranked 95th in the world and 11th in Indonesia. Finally, in WURI 2023, Telkom University was included in the list of Top 100 Most Innovative Universities with the 54th position. This data shows that Telkom University has a fairly good reputation at the national and international levels, especially in the aspects of innovation, sustainability, and social impact.

Organizational culture plays a crucial role in determining university rankings and performance. Research conducted to improve the efficiency of university management reveals that one way to improve a university's position in national and international rankings is to adopt scientifically based management decisions, as exemplified by Russian universities (Dubna State University et al., 2023) that utilize scientific publication data to predict and improve their rankings. On the other hand, a study examining the relationship between organizational culture and academic performance in Turkish universities (Köse & Korkmaz, 2019) found using the OCAI, that competitive culture and innovative team culture had a significant effect on academic performance. Competitive culture proved to be the main predictor in improving quantitative indicators such as the number of publications and citations, while innovative team culture influenced more effectiveness indicators such as article impact and citation rate. These two studies show that proper implementation of organizational culture can not only improve individual satisfaction and performance but can also significantly contribute to the improvement of the overall university ranking. Thus, understanding and optimizing organizational culture is an essential strategic step for universities looking to improve their performance and rankings.

**Figure 1 Telkom University Summary Report of Performance Management**

Summary Laporan Kinerja Manajemen Realisasi Universitas Telkom						
Keterangan	TW_III_2021		TW_III_2022		TW_III_2023	
	Target	Realisasi	Target	Realisasi	Target	Realisasi
Finansial	Rp 387,307,374,968	Rp 411,851,495,416	Rp 430,998,064,315	Rp 458,535,484,323	Rp 509,131,248,228	Rp 594,839,869,513
Kepuasan Customer	71.27%	85.36%	80%	89%	80%	89%
Internal Business Process	34300 Mahasiswa	32493 Mahasiswa	32490 Mahasiswa	37673 Mahasiswa	33757 Mahasiswa	35224 Mahasiswa
Learning and Growth	5	8	4	4	4	7
Hitungan Bobot	Bobot Target	Bobot Realisasi	Bobot Target	Bobot Realisasi	Bobot Target	Bobot Realisasi
Finansial	25	27.27	31.5	34.26	31.5	31.44
Non Finansial	75	79.8	68.5	74.28	63.5	68.5
Total Target dan Realisasi	107.07%		108.53%		106.98%	

Source : (Universitas Telkom, 2021, 2022, 2023)

Telkom University has demonstrated strong performance across a range of key indicators over this three-year period. Telkom University's financial performance experienced significant growth in financial performance year-on-year. Revenue realization always exceeds the set target, demonstrating strength in financial management and the capacity to generate more revenue than planned. Customer satisfaction, as measured through various metrics in the annual survey, shows a stable and high level from year to year.

Realizations always exceeded targets, indicating that the university's efforts in maintaining high levels of satisfaction. Internal Business Process shows an improvement in student numbers. Despite challenges in achieving the 2021 student number target, the university has seen significant improvements in attracting and retaining students in subsequent years. This reflects a successful strategy to increase the attractiveness of the institution and improve the student experience. Learning and Growth in the context of industrial license product utilization exceeded the target in most years, demonstrating the university's commitment to innovation and curriculum development as well as programs that support student growth and development. Overall, the data reflects a positive trend in university performance.

The performance achievement obtained by Telkom University is inseparable from the role of organizational culture. Previous literature study has been conducted about organizational culture has an influence on job satisfaction and employee performance (Ariani, 2023; Maulidiyah, 2020; Vebrianis, 2021) to provide guidance to organizations in understanding and managing their organizational culture. It is explained that organizational culture (Ratnasari & Sutjahjo, 2020) has a significant effect on job satisfaction and job satisfaction plays an important role in improving employee performance. The results of the positive influence of organizational culture on job satisfaction (Salsabila et al., 2021) and employee performance (Furi & Winarno, n.d.; Rohman et al., 2021) can be used by management in taking steps to improve or maintain the applied organizational culture.

The theory of corporate culture according to Schein in (Herawan, 2015) states that organizational culture can increase individual satisfaction through effective meetings and communication, successful socialization, and increased work productivity. Robbins in (Maulidiyah, 2020) added that good employee performance can be achieved with effective communication between employees, thus forming a strong internalization of corporate culture according to organizational values. McClelland in (Maulidiyah, 2020) states that individuals with high achievement motivation get little satisfaction if the job is too easy, and those with high job satisfaction will show better performance.

Previous research at Telkom University (Nugroho & Ferdian, 2019) found that the organizational culture there was high with PRIME culture (Professionalism, Recognition of Achievement, Integrity, Mutual Respect, and Entrepreneurship), but the work discipline of academic support personnel was low due to loose policies and lack of evaluation. Evaluation of organizational culture using OCAI (Organizational Culture Assessment Instrument) is important because organizational culture is often the cause of failure in mergers, acquisitions, and organizational change, with 70% of such projects known to fail. The OCAI helps organizations realize their current culture and see what can be changed for future success (Cameron & Quinn, 2006).

Therefore, re-evaluation of organizational culture is important to create a harmonious, productive, and motivating work environment. In the context of Telkom University, which implements the HEI (Harmony, Excellence, Integrity) culture, this study can explore how the culture affects employee performance and satisfaction.

## **II. LITERATURE REVIEW**

### **1. Organizational Culture**

According to Edgar Schein (Schein, 2010) organizational culture can be interpreted as a collection of shared values, norms, and beliefs that shape behavior and interaction patterns in an organization. Organizational culture is not directly visible but has a strong impact on social dynamics and behavior in the work environment. It is reflected in the way people communicate, interact, make decisions, and in their responses to changes and challenges faced by the organization. Organizational culture influences individual actions and responses in different situations, ranging from resistance to change to communication patterns that impede the flow of information. In each case, a deep understanding of organizational culture is key to managing and influencing organizational behavior and outcomes.

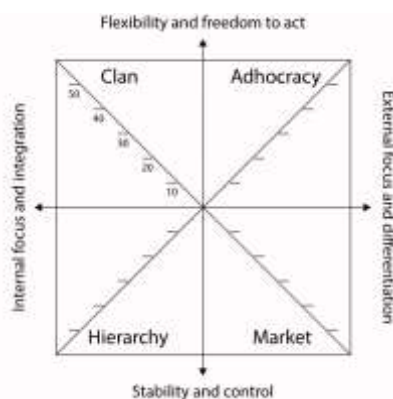
The six complex points outlined include the following (Luthans, 2011):

- a) Similarities in Observable Behavior: When organizational participants interact with each other, they use common language, terminology, and rituals related to respect and behavior.
- b) Norms: Regarding existing standards of behavior, including guidelines on how much work should be done.
- c) Dominant Values: Key values that the organization advocates and expects its participants to share.
- d) Philosophy: Policies that set out the organization's beliefs about how employees and/or customers should be treated.
- e) Rules: Strict guidelines related to interacting within the organization. Newcomers must learn the "ropes" to be accepted as full members of the group.
- f) Organizational Climate: The overall condition conveyed by the physical layout, the way participants interact, and the way organizational members behave towards customers, the environment or outsiders.

Each of these characteristics is important in shaping the organizational culture of a company and influences how the organization operates and how organizational members behave.

## 2. OCAI

The OCAI (Organizational Culture Assessment Instrument) is a validated research method for assessing organizational culture developed by Kim Cameron and Robert Quinn at the University of Michigan (Cameron & Quinn, 2006). The OCAI has been designed, tested and validated to examine six aspects of culture. These aspects of culture consist of dominant characteristics, organizational leadership, employee management, values attached to the organization, strategic focus, and standard criteria used by the organization.



**Figure 2 OCAI Competing Value Framework**  
**Source : (Cameron & Quinn, 2006)**

There are four competing values that correspond to four types of organizational culture, including:

- Create Culture (Adhocracy) that is dynamic and entrepreneurial, is a type of organizational culture characterized by a dynamic and creative work environment. In this culture, employees tend to take risks in carrying out their tasks. Leaders are considered innovators and risk-takers. Experimentation and innovation become a way to build relationships between individuals within the organization. Here, emphasis is placed on the emergence of new ideas and the creation of innovative solutions. The long-term goal is to grow and create new resources.
- Collaborate Culture (Clan) which is people-oriented and friendly, is a type of organizational culture where the work environment feels friendly and warm. People have a lot in common, it feels like an extended family, and leaders are seen as mentors. The organization is bound by loyalty and tradition, and there is great involvement and emphasis on long-term human resource development.
- Control Culture (Hierarchy) which is process-oriented and structured, is a type of organizational culture that is formal and structured with procedures directing what people do. Leaders move with coordination and efficiency-based organization to keep the organization functioning smoothly. The long-term goal is stability and results, combined with efficient and smooth execution of tasks.
- Compete Culture (Market) that is results-oriented and competitive, is a type of organizational culture that focuses on results and achieving goals in the organization. People in this culture are competitive and oriented towards achieving work targets and deadlines. Leaders in this culture are encouraging, have high expectations, and are active in competition.

## 3. Organizational Behaviour

Organizational Behavior according to Jacobus Ranjabar (Ranjabar, 2021) is a reflection of the way humans interact within an organization. Humans and organizations are interconnected and cannot operate separately. Human behavior in organizations is often difficult to predict because it is influenced by the various needs and values that individuals have. Nevertheless, understanding of such behavior can be improved through the framework of behavioral science, management, and other disciplines. There is no formula that can provide a perfect solution in managing people in organizations. However, by improving understanding and skills in the field of organizational behavior, it is expected to improve relationships between individuals in the work environment.

Organizational behavior (Dudija, 2023) is a study that studies the interactions and dynamics of human behavior in an organization, both at the individual, group, and organizational levels as a whole. In this field, various disciplines such as psychology, sociology, and anthropology are used to understand how individuals and groups act, interact, and adapt in the work environment. Organizational behavior aims to improve organizational effectiveness and efficiency by understanding the factors that influence employee performance, team dynamics, and organizational culture and structure.

#### **4. Human Resources**

According to Nainggolan (Nainggolan et al., 2022) human resources (HR) refer to the potential capabilities of humans, such as the ability to think, communicate, act, and be moral, which are used to carry out activities in organizations. These human resources play an important role in achieving organizational goals, especially in the process of hiring and firing employees. This includes employee recruitment, selection, placement, and promotion activities.

According to Eri (Susan, 2019) human resources (HR) are individuals who are productive and work as the driving force of an organization, be it in an institution or company. They are considered an asset that must be trained and developed. HR has an important role in achieving organizational or company goals, because they control other factors such as capital and technology. They act as movers, thinkers, and planners in achieving organizational goals. Nowadays, HR is not only seen as a mere resource, but also as a capital or asset for the organization. The concept of Human Capital (H.C.) emerged as a new view that emphasizes the value and potential of HR development as an investment that can increase organizational value.

#### **5. Job Satisfaction**

Job satisfaction (Tewal et al., 2017) is a person's positive feelings towards their job that arise from evaluating its characteristics. Individuals who are satisfied with their jobs tend to have a positive attitude towards them, while those who are not satisfied will have a negative attitude. Job satisfaction differs from work behavior in this regard, as it places more emphasis on attitudes rather than actions. Although there is a presumed relationship between job satisfaction and performance, with the assumption that satisfied employees tend to be more productive, research results have not always been consistent in supporting this relationship.

According to Gilmer's opinion in (As'ad, 1991; Najiah & Harsono, 2021) the factors that affect job satisfaction are as follows:

- a) Opportunities for Advancement, whether or not there are opportunities to gain work experience and increased abilities while working. This includes opportunities for promotion or promotion.
- b) Job Security, as a supporter of job satisfaction for both male and female employees. Safe conditions greatly affect how employees feel at work. Employees will stop and think again if the work they do contains danger and negative effects in it.
- c) Salary, a form of compensation that often causes dissatisfaction and it is rare for people to express job satisfaction with the amount of money they receive. A small salary with a heavy workload will make employees disappointed and feel disadvantaged. So that salaries must be appropriate and given fairly to employees.
- d) Work Management, providing stable working situations and conditions, so that employees can work comfortably.
- e) Working Conditions, work facilities and infrastructure such as workplaces, ventilation, lighting, canteens, and parking lots. Complete and safe facilities will provide work comfort for employees.
- f) Supervision, poor supervision can result in high absenteeism and employee turnover.
- g) Intrinsic Factors of the Job, the attributes present in the job require certain skills. Difficulty and ease and pride in the task will increase or decrease satisfaction.
- h) Communication, a smooth form of communication between employees and leaders can increase employee satisfaction. Leaders who are willing to listen, understand, and acknowledge the opinions or achievements and complaints of their employees are instrumental in generating job satisfaction.
- i) Social aspects of work. This aspect is an attitude that is difficult to explain but is seen as a factor that supports satisfaction or dissatisfaction in the workplace. For example, the company or management provides compensation to employees who experience disasters, gives vacation or leave to sick employees, and so on.
- j) Facilities, the provision of services for hospitalization, leave, pension, or housing are the standards of a position and if they can be fulfilled will create a sense of satisfaction.

#### **6. Employee Performance**

According to Kurniawan (Kurniawan, 2018) performance is how an individual or group does their job in a certain period of time, which reflects their personality and work results. Every employee has a different performance according to their abilities and talents. The success of an organization is highly dependent on the performance of its employees, because organizations need employees who can excel and have high performance. Conversely, employees also need feedback or assessment from the organization to guide their performance in the future. This performance standard is the benchmark used to evaluate the work performance desired by the organization. According to Dessler in (Kurniawan, 2018) there are several indicators in performance appraisal, including:

- a) Quality, refers to the accuracy, thoroughness, and level of assessment of the acceptability of job performance.
- b) Productivity, the amount and efficiency produced on the job in the specified time period.
- c) Job knowledge, the specialized skills and techniques required for use in the company.
- d) Trustworthiness, how much the employee can be trusted for job completion and decision making.



- e) Availability, how much the employee can be on time, and has an attendance record.
- f) Freedom, how much work the employee can do without monitoring or supervision.

### III. RESEARCH METHODOLOGY

The type of research conducted is quantitative research in the context of the influence of organizational culture on employee performance and satisfaction using the OCAI Framework at Telkom University is an approach that aims to design new solutions or innovations that can improve understanding and practices related to organizational culture in the university environment. The steps of this research include problem identification, literature study and research design as a theoretical basis, data collection on organizational culture and employee performance by distributing questionnaires, quantitative data analysis, and developing strategy proposals or recommendations based on findings on employee performance and satisfaction. With this approach, it is expected that the research results can provide useful guidance for Telkom University management in improving organizational culture, performance, and employee satisfaction.

According to Sugiyono (2020), the quantitative model can be interpreted as a research method based on the philosophy of positivism, used to research on certain populations or samples, data collection using research instruments, quantitative or statistical data analysis with the aim of testing predetermined hypotheses. The type of research used in this study is quantitative research using the survey method. survey research is research conducted on large and small populations, but the data studied is data from samples taken from these populations, so that relative events, distributions, and relationships between sociological and psychological variables are found.

SEM PLS (Structural Equation Modeling Partial Least Squares) was used in this study to analyze the relationship between organizational culture, performance, and employee satisfaction using the OCAI Framework at Telkom University. The PLS SEM (Ringle et al., 2015) method allows researchers to test relationship models between complex and multidimensional variables, such as the relationship between various dimensions of organizational culture identified through OCAI with employee performance and satisfaction. By using PLS SEM, researchers can measure and analyze the relative impact of each organizational culture dimension on employee performance and satisfaction, as well as identify causal relationships between these variables. The results of the SEM PLS analysis can provide an in-depth understanding of the factors that influence employee performance and satisfaction at Telkom University, thus providing a solid basis for the development of appropriate strategies and interventions in improving organizational culture and employee well-being.

### IV. RESULTS AND DISCUSSION

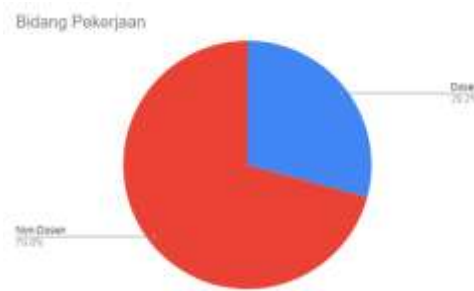
Respondents in this study were employees of Telkom University Bandung, West Java. Data distribution was carried out using an online questionnaire through Google Form and Print Out to respondents, with the main criteria for employees determined to be Lecturers, Full-Time / Professional Academic Support Personnel, Part-time / Outsourced Academic Support Personnel. With a minimum working period of 1 year, to ensure that the employee has experienced a period of adjustment to the company culture. Table 3 is the details of the questionnaire distribution.

**Table 3 Questionnaire Rate**

No.	Description	Spread	Return
1.	Google Form	1000+	139
2.	Print Out	150	111

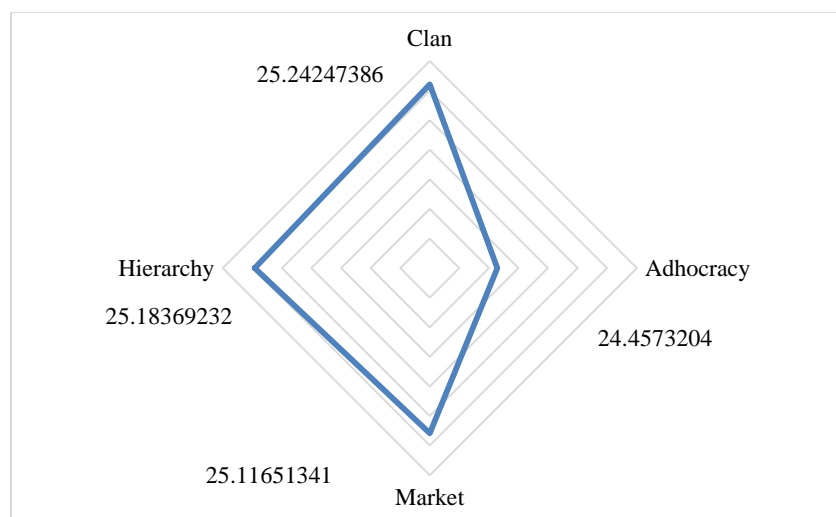
**Source: Author's Processed Data (2024)**

In this section, we present the characteristics of the respondents, which consist of a total of 250 people. These characteristics include several important aspects such as work unit, field of work, length of time working, gender, functional position, and structural position. In terms of work units, the distribution of respondents is spread across various faculties and directorates with the largest proportion coming from the Directorate. Based on the field of work, many respondents are non-lecturers. For the length of time worked, most respondents have worked between 1 to 5 years. In terms of gender, there were slightly more male respondents than female. Based on functional positions, the “non-lecturer” category had the highest number of respondents, while in structural positions, most respondents were in the staff category. This data provides an overall picture of the background and position of the respondents involved in this survey.



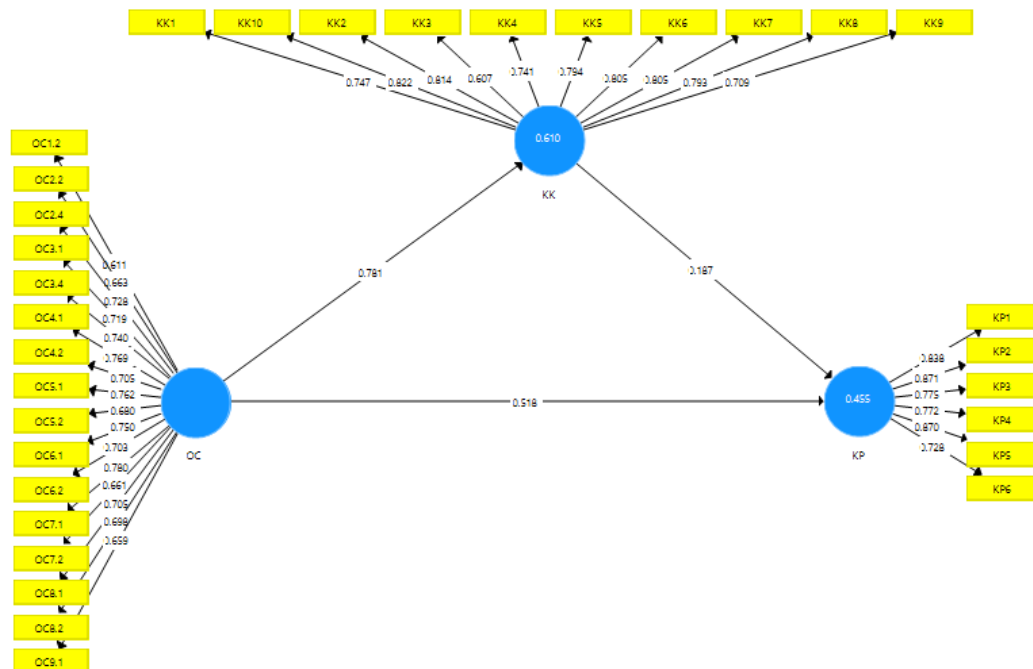
**Figure 3 Work Specification**  
Source: Author's Processed Data (2024)

Figure 3 illustrates the percentage distribution of respondents consisting of two main categories, namely Non-Lecturers and Lecturers. Most respondents came from the non-lecturer category with a percentage of 70.8%, while the remaining 29.2% came from the Lecturer category. This shows that most respondents are not involved in teaching activities.



**Figure 4 OCAI Result**  
Source: Author's Processed Data (2024)

The OCAI assessment results from 250 respondents show a relatively balanced distribution of organizational culture scores between the four main culture types. The diagram in Figure 4.7 shows that the largest percentage is obtained from Clan Culture, with a value of 25.24%, reflecting an emphasis on collaboration, kinship, and strong internal relationships. This is followed by Hierarchy Culture which scored 25.18%, indicating a focus on structure, procedures, and stability within the organization. Market Culture scored 25.12%, indicating attention to achieving results, competition, and target orientation. Finally, Adhocracy Culture recorded a score of 24.46%, which emphasizes innovation, entrepreneurship, and creativity. Although there are small differences in these values, the OCAI results show that organizations have cultural tendencies between the different aspects, with almost equal emphasis on each cultural type.



**Figure 5 Outer Model Result**  
**Source: Author's Processed Data (2024)**

Testing the accuracy of items to measure the object of research is done through Convergent Validity Factor Loading (FL), which is used as an indicator in this study. Evaluation of the reflective measurement model includes the factor loading of each indicator should be greater than 0.70 to be considered valid, a value of 0.50 to 0.70 above is considered acceptable for convergent validity is required (Anggraeni et al., 2012; Kamis et al., 2020; Kurdy et al., 2023). Convergent validity indicates the extent to which indicators designed to measure a particular construct actually correlate with that construct. A convergent validity value of at least 0.50 or higher indicates that the indicator is good enough in measuring the intended construct. and AVE should be greater than 0.5 (Russo & Stol, 2022) which indicates that, on average, latent variables are able to explain more than half of the variance of their indicators. Figure 5 explained in more detail about the recalculated outer model. Overall, the three latent variables have good validity and reliability based on their respective outer loading and AVE values. Job Satisfaction and Employee Performance variables show good convergent validity, while Organizational Culture variables show adequate convergent validity. This indicates that the measurement model used is quite accurate in reflecting the latent variables being measured.

Each measurement item (indicator) shows a higher loading value on the construct that should be measured compared to other constructs. For Job Satisfaction (KK) items, the loading values on KK constructs such as KK1 to KK10 are consistently higher than the loading values on Employee Performance (KP) and Organizational Culture (OC). KK1 has a loading value of 0.747 on KK, which is higher than its loading value on KP (0.558) and OC (0.599). Likewise, for Employee Performance (KP) items, such as KP1 to KP6, the loading value on KP is higher than the loading value on KK and OC. For example, KP1 shows a loading value of 0.838 on KP, much higher than its loading value on KK (0.481) and OC (0.580). As for Organizational Culture (OC) items, the loading values on OC such as OC1.2 to OC9.1 are also higher on the OC construct compared to KK and KP. For example, OC1.2 has a loading value of 0.611 on OC, higher than KK (0.445) and KP (0.415). These results indicate that each indicator more strongly correlates with the construct it is supposed to measure, which indicates that this research model has good discriminant validity. Discriminant validity based on the Fornell-Larcker criterion for three constructs: Job Satisfaction (KK), Employee Performance (KP), and Organizational Culture (OC). The thick diagonal numbers show the root of the Average Variance Extracted (AVE) for each construct. The AVE value must be greater than the correlation between constructs outside the diagonal to indicate good discriminant validity.

- a) Job Satisfaction (KK) has an AVE value of 0.766, which is greater than the correlation between KK and other constructs (0.592 and 0.781).
- b) Employee Performance (KP) has an AVE value of 0.811, which is greater than the correlation between KP and other constructs (0.592 and 0.664).
- c) Organizational Culture (OC) has an AVE value of 0.71, which is greater than the correlation between OC and other constructs (0.781 and 0.664).



**Table 4 Composite Reliability**

Description	Cronbach's Alpha	Composite Reliability
OC	0.934	0.942
KP	0.895	0.92
KK	0.921	0.934

**Source: Author's Processed Data (2024)**

Table 4 Cronbach's Alpha measures the internal consistency of the items used to measure a construct, while Composite Reliability assesses the overall reliability of the construct by considering the factor loadings of each item. The Cronbach's Alpha value for Organizational Culture (OC) is 0.934, for Employee Performance (KP) is 0.895, and for Job Satisfaction (KK) is 0.921, indicating that all constructs have excellent internal consistency. Meanwhile, the Composite Reliability value for OC is 0.942, for KP is 0.92, and for KK is 0.934, indicating excellent construct reliability. Overall, these values indicate that the indicators in this research model have high consistency and reliability, supporting the reliability of the construct measurements used. The R-square value for Job Satisfaction (KK) is 0.61. This means that 61% of the variance in Job Satisfaction can be explained by the independent variables in the model, indicating that the model has a moderate predictive ability in explaining the variance in this construct. Meanwhile, the R-square value for Employee Performance (KP) is 0.455, which means that 45.5% of the variance in Employee Performance can be explained by the independent variables in the model. Although this value is lower compared to KK, it still indicates that the model has an explanation level close to medium prediction for Employee Performance (Purwanto & Sudargini, 2021; Russo & Stol, 2022).

Q-Square ( $Q^2$ ) is used to evaluate the predictive ability of the model. This is done through a process known as blindfolding, which involves excluding a portion of the data and then trying to predict the missing values based on the existing model. If the  $Q^2$  value is greater than zero, it indicates that the model has good predictive ability for a particular endogenous variable. Conversely, if  $Q^2$  is less than zero, it indicates that the model is not able to predict the variable well.  $Q^2$  gives an idea of how effective the model is in predicting the value of variables that are not visible in the training data (Purwanto & Sudargini, 2021). Q-square values for the relationship between constructs are as follows:

a. OC -> KK (0.35): The Q-square value of 0.35 indicates that the model has good predictive ability for Job Satisfaction based on Organizational Culture. That is, 35% of the variance in Job Satisfaction can be predicted by the Organizational Culture variable. This suggests that the model is quite effective in predicting changes in Job Satisfaction using Organizational Culture as the independent variable.

b. OC -> KP (0.288): The Q-square value of 0.288 indicates that the model also has good predictive ability for Employee Performance based on Organizational Culture. In this case, 28.8% of the variance in Employee Performance can be predicted by Organizational Culture. Although this value is slightly lower than the OC -> COW relationship, the model still shows adequate predictive ability for Employee Performance. F-square measures the effect size of one construct on another in the structural model. The F-square value illustrates how much the R-square changes in the dependent variable when the independent variables are included in the model. F-square values can be categorized as small (0.35), medium (0.35 - 0.50), or large (>0.50) (Purwanto & Sudargini, 2021). F-square values for various relationships between constructs are as follows:

a. KK -> KP (0.025): The F-square value of 0.025 indicates a very small effect of Job Satisfaction (KK) on Employee Performance (KP). This means that the Job Satisfaction variable has minimal impact on changes in Employee Performance.

b. OC -> KK (1.565): The F-square value of 1.565 shows the large effect of Organizational Culture (OC) on Job Satisfaction (KK). This indicates that Organizational Culture contributes significantly to changes in Job Satisfaction, suggesting a strong relationship between the two constructs.

c. OC -> KP (0.192): The F-square value of 0.192 indicates a moderate effect of Organizational Culture (OC) on Employee Performance (KP). This means that Organizational Culture has a fairly significant impact on changes in Employee Performance, although not as great as its effect on Job Satisfaction.

SRMR measures the difference between the covariance matrix predicted by the model and the observed covariance matrix. A smaller SRMR value indicates a better model fit. In general, the rules for SRMR are (Henseler et al., 2016; Russo & Stol, 2022). SRMR between  $0.06 < 0.08$  is considered a good model fit. The SRMR value in this study is 0.071 for the estimated model, which indicates that the model has a good fit because the value is below the threshold of 0.08.

**Table 5 Goodness of Fit**

Variabel	AVE	R Square
KK	0.587	0.61
KP	0.657	0.455
OC	0.504	-
<b>Average</b>	<b>0.582666667</b>	<b>0.5325</b>

**Source: Author's Processed Data (2024)**

Based on these conditions, a GoF value of 0.557 indicates a good model fit. This indicates that the model has a good representation of the observed data, both in terms of convergent validity and overall model structure. GoF measures how well the overall model explains the available data, with values of 0.1, 0.25, 0.36 as small, medium and large indicators. In addition to GoF, Quality Index can also include evaluation of other criteria such as accuracy of parameter estimates, construct validity and reliability, and overall model fit. These metrics help in ensuring that the model built is a good representation of the data and has sufficient quality to make predictions or inferences (Purwanto & Sudargini, 2021; Russo & Stol, 2022).

**Table 6 Path Coefficient**

Description	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P-Values
KK -> KP	0.187	0.189	0.093	2.004	0.046
OC -> KK	0.781	0.783	0.041	19.144	0
OC -> KP	0.518	0.517	0.09	5.736	0
OC -> KK -> KP	0.146	0.149	0.081	1.81	0.071

**Source: Author's Processed Data (2024)**

Overall, Table 6 shows that all tested relationships have a statistically significant impact. Therefore, it can be seen that:

- a. H1 Accepted, Organizational culture has a significant effect on employee performance at Telkom University. The OC -> KP relationship has a path coefficient of 0.518, indicating a moderate positive relationship between Organizational Culture and Employee Performance. The high T Statistics (5.736) and P-Value close to 0 indicate that this relationship is highly statistically significant.
- b. H2 Accepted, Organizational culture has a very significant effect on job satisfaction at Telkom University. OC -> KK relationship shows a path coefficient of 0.781, which indicates a strong positive relationship between Organizational Culture and Job Satisfaction. The very high T Statistics value (19.144) and the P-Value of almost 0 confirm that this relationship is highly significant.
- c. H3 Accepted, Job satisfaction has a significant effect on employee performance at Telkom University. The path coefficient for the KK -> KP relationship is 0.187, indicating a weak positive relationship between Job Satisfaction and Employee Performance. The T Statistics value of 2.004 and P-Value of 0.046 indicate that this relationship is statistically significant at the 5% significance level, although the effect is relatively small.
- d. H4 Rejected, The mediation relationship between organizational culture (OC) and employee performance (KP) through job satisfaction (KK) has a path coefficient value of 0.146. With a T-statistic of 1.81 and a P-value of 0.071, this relationship is not significant at the 5% significance level, but close to the 10% significance level. This suggests that although there is a slight mediating influence, the direct influence of organizational culture on employee performance is more dominant.

## V. CONCLUSIONS AND ADVISIONS

### Conclusion

A positive and strong organizational culture at Telkom University has a very significant influence on increasing employee job satisfaction. Cultural aspects such as shared values, norms, and beliefs that are consistently applied can increase job satisfaction. Although the effect of job satisfaction on employee performance is significant, the effect is smaller than the effect of organizational culture on job satisfaction. Job satisfaction contributes to performance, but not as much as the influence of organizational culture on job satisfaction. Organizational culture has an important role in improving employee performance, both directly and through increasing job satisfaction. Developing and strengthening a positive organizational culture should be a

top priority for Telkom University management.

### Suggestions

Based on the findings of this study, management needs to strengthen organizational culture by developing values, norms and beliefs that support job satisfaction and employee performance. Periodic evaluation of the implementation of organizational culture needs to be done to ensure its consistency and effectiveness.

### ACKNOWLEDGEMENTS

The authors would like to thank all of the people and organizations that helped fund this study. We especially thank Dr. Agus Maolana Hidayat, S.E., M.Si. and Dr. Heru Nugroho, S.Si., M.T., our supervisor, for all of his help and assistance during this study. We also thank Telkom University for providing the facilities and resources that were required. We also thank all of the employee in Telkom University as responders who took part in our poll and contributed insightful responses. Finally, we express our gratitude to our family and coworkers for their support and patience as we conducted our research.

### REFERENCES

- [1]. Anggraeni, M., Perdhana, M. S., & Anggraeni, M. (2012). *KEPUASAN KERJA, KOMITMEN ORGANISASI DAN TURNOVER INTENTION DI PT. HILLCONJAYA SAKTI, CAKUNG, JAKARTA TIMUR*.
- [2]. Ariani, D. W. (2023). EXPLORING RELATIONSHIP OF JOB SATISFACTION, ORGANIZATONAL CULTURE, AND EMPLOYEE PERFORMANCE IN SMALL MEDIUM ENTERPRISE. *International Journal of Professional Business Review*, 8(2). <https://doi.org/10.26668/businessreview/2023.v8i2.876>
- [3]. As'ad, M. (1991). *Psikologi industri*. Liberty.
- [4]. Azanella, L. A. (2020, August 1). *10 Perguruan Tinggi Swasta Terbaik di Indonesia 2020 Versi Webometrics*. 10 Perguruan Tinggi Swasta Terbaik Di Indonesia 2020 Versi Webometrics. <https://www.kompas.com/tren/read/2020/08/01/163200365/10-perguruan-tinggi-swasta-terbaik-di-indonesia-2020-versi-webometrics>
- [5]. Cameron, K., & Quinn, R. (2006). *About the Organizational Culture Assessment Instrument (OCAI)*. About the Organizational Culture Assessment Instrument (OCAI). <https://www.ocai-online.com/about-the-Organizational-Culture-Assessment-Instrument-OCAI>
- [6]. Direktorat Puti, U. T. (2021, July 10). *Telkom University Kembali Menjadi PTS Nomor 1 Versi Webometrics*. Telkom University Kembali Menjadi PTS Nomor 1 Versi Webometrics. <https://orgs.telkomuniversity.ac.id/telkom-university-kembali-menjadi-pts-nomor-1-versi-webometrics/>
- [7]. Dubna State University, Gubaeva, M. M., Zyateva, O. A., Petrozavodsk State University, Pitukhin, E. A., Petrozavodsk State University, Pitukhin, P. V., & Dubna State University. (2023). Promotion of universities in the rankings as a result of improving management efficiency. *Perspectives of Science and Education*, 61(1), 740–752. <https://doi.org/10.32744/pse.2023.1.44>
- [8]. Dudija, N. (2023). *Perilaku Organisasi*. <https://openlibrary.telkomuniversity.ac.id/home/catalog/id/206246/slug/perilaku-organisasi.html>
- [9]. Furi, P. I. T., & Winarno, A. (n.d.). *PENGARUH PELATIHAN DAN BUDAYA ORGANISASI TERHADAP KINERJA KARYAWAN (STUDI DI KANTOR DANA PENSIUN TELKOM)*.
- [10]. Henseler, J., Hubona, G., & Ray, P. A. (2016). Using PLS path modeling in new technology research: Updated guidelines. *Industrial Management & Data Systems*, 116(1), 2–20. <https://doi.org/10.1108/IMDS-09-2015-0382>
- [11]. Herawan, K. (2015). Pengaruh Budaya Organisasi terhadap Kepuasan Kerja Karyawan Studi pada PT. Bank Rakyat Indonesia (Persero) Kantor Cabang Kota Malang Kawi. *Jurnal Administrasi Bisnis*, 18(1), 1.
- [12]. Kamis, A., Saibon, R. A., & Faizal Amin. (2020). The SmartPLS Analyzes Approach in Validity and Reliability of Graduate Marketability Instrument. *PSYCHOLOGY AND EDUCATION*, 987–1001.
- [13]. Köse, M. F., & Korkmaz, M. (2019). Why are some universities better? An evaluation in terms of organizational culture and academic performance\*. *Higher Education Research and Development*, 38(6), 1213–1226. <https://doi.org/10.1080/07294360.2019.1634679>
- [14]. Kurdy, D. M., Al-Malkawi, H.-A. N., & Rizwan, S. (2023). The impact of remote working on employee productivity during COVID-19 in the UAE: The moderating role of job level. *Journal of Business and Socio-Economic Development*, 3(4), 339–352. <https://doi.org/10.1108/JBSED-09-2022-0104>

- [15]. Kurniawan, F. (2018). *Pengaruh Knowledge Management dan Lingkungan Kerja Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening (Studi Pada Tenaga Kependidikan Universitas X Yogyakarta)*. dspace.uui.ac.id/handle/123456789/5737
- [16]. Leksona, B. (2023). *Tel-u raih kembali predikat perguruan tinggi swasta pts no.1 indonesia pada pemeringkatan webometrics 2023*. Tel-u Raih Kembali Predikat Perguruan Tinggi Swasta Pts No.1 Indonesia Pada Pemeringkatan Webometrics 2023. <https://telkomuniversity.ac.id/tel-u-raih-kembali-predikat-perguruan-tinggi-swasta-pts-no-1-indonesia-pada-pemeringkatan-webometrics-2023/>
- [17]. Luthans, F. (2011). *Organizational behavior: An evidence-based approach* (12th ed). McGraw-Hill Irwin.
- [18]. Maulidiyah, N. N. (2020). Peran Budaya Organisasi Dalam Meningkatkan Kepuasan Kerja Serta Dampaknya Terhadap Kinerja Karyawan Bank Indonesia. *Jurnal Manajemen Bisnis*, 17(2), 273. <https://doi.org/10.38043/jmb.v17i2.2383>
- [19]. Nainggolan, H., Ulya, Z., & Kusumadewi, R. N. (2022). *MANAJEMEN SUMBER DAYA MANUSIA*. <https://repository.penerbiteureka.com/media/publications/559406-manajemen-sumber-daya-manusia-teori-dan-4869b83c.pdf>
- [20]. Najiah, E. F., & Harsono, M. (2021). *Relationship Between Job Satisfaction and Performance: Conceptual Approach*. 36.
- [21]. Nugroho, G., & Ferdian, A. (2019). THE INFLUENCE OF ORGANIZATIONAL CULTURE ON DISCIPLINE OF TELKOM UNIVERSITY ACADEMIC SUPPORTING STAFF. *E-Proceeding of Manajemen*, 6, 2355.
- [22]. Purwanto, A., & Sudargini, Y. (2021). Partial Least Squares Structural Suation Modeling (PLS-SEM) Analysis for Social and Management Research: A Literature Review. *Journal of Industrial Engineering*. <https://doi.org/10.7777/jiemar.v2i4.168>
- [23]. Ranjabar, J. (2021). *Perilaku Organisasi*.
- [24]. Ratnasari, S. L., & Sutjahjo, G. (2020). The effect of job satisfaction, organizational culture and leadership on employee performance. *Annals of Tropical Medicine and Public Health*, 23(13 A). <https://doi.org/10.36295/ASRO.2020.231329>
- [25]. Ringle, C. M., Wende, S., & Becker, J.-M. (2015). *SmartPLS 3*. SmartPLS GmbH. <http://www.smartpls.com>
- [26]. Rohman, A. F., Indiyati, D., & Ghina, A. (2021). The Influence of Organizational Culture and Employee Engagement on Employees Performance at Telkom University, Indonesia. *International Journal of Science and Society*, 3(1), 75–88. <https://doi.org/10.54783/ijssoc.v3i1.268>
- [27]. Russo, D., & Stol, K.-J. (2022). PLS-SEM for Software Engineering Research: An Introduction and Survey. *ACM Computing Surveys*, 54(4), 1–38. <https://doi.org/10.1145/3447580>
- [28]. Salsabila, A. A., Fakhri, M., Silvianita, A., Wardhana, A., & Saragih, R. (2021, March 7). The Effect of Organizational Culture and Work Motivation on Employee Job Satisfaction. *Proceedings of the International Conference on Industrial Engineering and Operations Management*. 11th Annual International Conference on Industrial Engineering and Operations Management, Singapore, Singapore. <https://doi.org/10.46254/AN11.20210962>
- [29]. Schein, E. H. (2010). *Organizational culture and leadership* (4. ed). Jossey-Bass.
- [30]. Sugiyono. (2020). *Metode Penelitian Kuantitatif, Kualitatif Dan R&D Sugiyono 2020*. Alfabeta Bandung. <https://anyflip.com/xobw/rfpq/basic>
- [31]. Susan, E. (2019). *MANAJEMEN SUMBER DAYA MANUSIA*. *Adaara: Jurnal Manajemen Pendidikan Islam*, 9(2), 952–962. <https://doi.org/10.35673/ajmpi.v9i2.429>
- [32]. Tewal, B., Adolfina, & Pandowo, M. H. Ch. (2017). *Perilaku Organisasi*.
- [33]. Universitas Telkom. (2021). *2021-LapMan TW III 2021*. Universitas Telkom.
- [34]. Universitas Telkom. (2022). *2022-LapMan TW III 2022*. Universitas Telkom.
- [35]. Universitas Telkom. (2023). *2023-LapMan TW III 2023*. Universitas Telkom.
- [36]. Universitas Telkom. (2024). *Renstra Universitas Telkom 2024-2028*.
- [37]. Vebrianis, S. (2021). *PENGARUH BUDAYA ORGANISASI TERHADAP KEPUASAN KERJA KARYAWAN PADA PT. BUMI SARIMAS INDONESIA KABUPATEN PADANG PARIAMAN*. 3(3).
- [38]. Webometrics. (2024). *University Rank*. University Rank in Indonesia. <https://www.webometrics.info/en/Asia/Indonesia%20>