

# **The Influence of Organizational Culture, Compensation and Leadership on Motivation and Job Satisfaction of Employees PT Intan Pariwara Regional Branch Manager 11 Balikpapan**

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**ABSTRACT:** *This study aims to analyze the influence of organizational culture, compensation, and leadership on motivation and job satisfaction of employees of PT Intan Pariwara branch of manager region 11 Balikpapan. Respondents of this study were employees of PT Intan pariwara, using a sample of 44 employees and analysis using Partial Least Square (PLS). The conclusions of the results of this study are: (1) Organizational culture has a positive and significant effect on motivation, (2) Compensation has a positive but not significant effect on motivation, (3) Leadership has a positive but not significant effect on motivation, (4) Organizational culture has a positive effect. and significant on job satisfaction, (5) Compensation has a positive and significant effect on job satisfaction.*

**KEYWORDS:** *Organizational culture, compensation, leadership, motivation and job satisfaction.*

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Date of Submission: 07-05-2021

Date of Acceptance: 21-05-2021

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## **I. INTRODUCTION**

PT Intan Pariwara branch of managerial area 11 Balikpapan is a company engaged in the publishing and printing of textbooks ranging from kindergarten, elementary, junior high and high school levels. The company's vision is to increase the potential of students through quality textbooks and support. In running the company's business, it cannot be separated from the various problems that must be faced by the Company, conditions of non-natural disasters, namely the covid-19 virus affecting activities in all departments, so that the company takes cost efficiency measures that affect the income of all employees. The company must also be able to compete with other companies, including: Erlangga Publisher, Tiga Serangkai, Sarana Panca Karya and Ganesha publisher.

The existence of a company must be closely related to Human Resources which is a very important and influential part of the activities of a company and is the main driving force of the company. Hadiyatno (2013: 2) Good human resource management can help companies planning, organizing, controlling to get the right employees as needed so that employees work effectively and efficiently and most importantly the achievement of company goals.

Mangkunegara (2009: 114) Organizational culture is a set of assumptions or belief systems, values, and norms developed within the organization which serve as guidelines for behavior for its members to overcome external and internal adaptation problems. Employee compensation in a company is more about how employees can get an award and aim to get a higher career path and position that is expected in accordance with their career path. Rivai and Sagala (2009: 741) "compensation is something that employees receive as a substitute for contributing their services to the company". Receipt of compensation, either directly or indirectly, affects the motivation and job satisfaction of employees in carrying out their duties. If the compensation received is not in accordance with employee expectations. Employees will feel dissatisfied with work. Rivai (2012: 53) states that leadership is the ability of a leader to influence others by provoking positive feelings in the people he leads to achieve the desired goals. Badeni (2014: 79-80) states that humans are motivated to satisfy the number of needs inherent in every human being which tend to be innate. He hypothesizes that in humans there are five levels of needs that are formed in a hierarchy of fulfillment of needs. Badeni (2014: 43) satisfaction is one of the elements that is quite important in an organization, or a person's attitude towards his job which can be in the form of a positive or negative attitude. Rachmad Gunawan, (2017), Dewi Suryani Harahap, Hazmanan Khair (2019). Motivation with satisfaction is the researcher (Sooksan kantabutra Molraudee saraten (2011), Rahmad Hidayat, Teddy Chandra and Harry P. Panjaitan (2018), Maryam Al-Sada, Bader Al-Esmael, Mohd. Nishat Faisal, (2017). There is a collaboration of researchers which shows negative, namely organizational culture with motivation, namely researchers (Djoko Setyo Widodo (2017), Compensation with motivation, namely researchers (Lutfi Bisri Ashari (2019), Leadership with motivation, namely researchers Maryam Al-Sada, Bader Al-Esmael, Mohd. Nishat Faisal), (2017), Organizational culture with satisfaction, namely researchers (Teddy

Chandra, and Harry P. Panjaitan (2018), Compensation with satisfaction, namely researchers (Dewi Suryani Harahap, Hazmanan Khair (2019), Motivation with satisfaction, namely researchers (Dewi Suryani Harahap, Hazmanan khair (2019).

## **II. LITERATURE REVIEW**

### **Organizational Culture and Motivation**

Robbins (2002: 305), organizational culture refers to a system of shared meanings adopted by members that differentiates these people from others. Every organization is a unique system, so that the organization has its own personality and identity. Therefore, every organization must have a unique culture as well.

H1: Organizational culture has a positive and significant effect on motivation

### **Compensation and Motivation**

Panggabean (2002: 75) states that compensation is any form of appreciation given to employees as remuneration for their contribution to the company. Djoko Setyo Widodo's research results, the Influence of Organizational Culture, Leadership and Compensation through Work Motivation on Employee Performance (2017). Hadiyatno (2013: 186) Compensation is all income in the form of money and / or goods directly or indirectly received by employees as compensation for services provided to the company. Compensation in the form of money means that the compensation is paid in currency to the employee concerned.

H2: Compensation has a positive and significant effect on work motivation

### **Leadership and Motivation**

Heidirachman (2000: 217) a leader is a person who has the authority to rule others and in doing his job to achieve the goals set with the help of others. The results of Djoko Setyo Widodo's research (2017), The Influence of Organizational Culture, Leadership and Compensation Through Work Motivation, Heidirachman (2000: 217) a leader is a person who has the authority to rule others and in doing his job to achieve the goals that have been set with the help other people.

H3: Leadership has a positive and significant effect on work motivation

### **Organizational Culture and Job Satisfaction**

Robbins (2002: 305), organizational culture refers to a system of shared meanings adopted by members that differentiates these people from others. Every organization is a unique system, so that the organization has its own personality and identity. Therefore, every organization must have a unique culture as well. Research results by Rifdah Abadiyah and Didik Purwanto (2016) The Influence of Organizational Culture, Compensation on Job Satisfaction. Badeni (2014: 224) Organizational culture is a set of values, assumptions, and standards of behavior that are developed and believed by most members of the organization as a reference in running the organization or solving internal organizational problems or facing external problems.

H4: Organizational culture has a positive and significant effect on job satisfaction

### **Compensation and Job Satisfaction**

Hadiyatno (2013: 187) defines compensation as what a worker receives in return for the work he is given, either hourly wages or periodic wages. Indra Prawira's research results (2020) The Effect of Compensation, Leadership on Job Satisfaction. Rivai and Sagala (2009: 741) "defines that compensation is something that employees receive as a substitute for their service contribution to the company."

H5: Compensation has a positive and significant effect on job satisfaction

### **Leadership and Job Satisfaction**

Rivai (2004: 2) Leadership (leadership) is a process of influencing or giving an example to his followers through a process of communication in an effort to achieve organizational goals. The results of research by Ida Ayu Brahmajari and Agus Suprayetno The Effect of Work Motivation, Leadership and Organizational Culture on Job Satisfaction (2008). Veithzal Rivai (2004: 2) Leadership is the process of influencing or giving an example to his followers through a process of communication in an effort to achieve organizational goals.

H6: Leadership has a positive and significant effect on job satisfaction

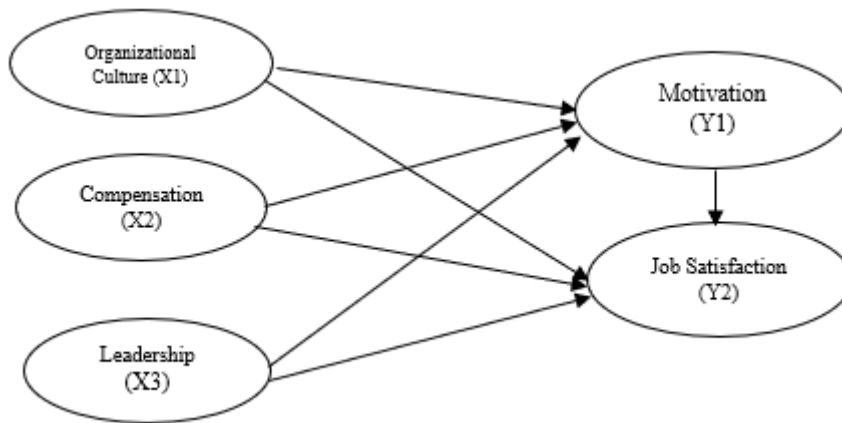
### **Motivation and Job Satisfaction**

Mangkunegara (2007) states that motive is defined as a tendency to do activities, starting from a drive in oneself (drive) and ending with an adjustment which is said to satisfy the motive. Furthermore, Mangkunegara (2007) states that motivation is a condition that moves humans towards a certain goal. The results of research by Rahmad Hidayat, Teddy Chandra, and Harry P. Panjaitan (2018) show the influence of organizational culture, work motivation and leadership on job satisfaction. Badeni (2014: 79-80) states that humans are motivated to satisfy a number of needs inherent in every human being which tend to be innate. He hypothesizes that in humans there are five levels of needs that are formed in a hierarchy of fulfillment of needs.

H7: Motivation has an effect on job satisfaction

Based on the explanation in the literature review described above, the conceptual framework in this research process can be described as follows:

Figure 1. The path diagram model can be described as follows:



Source: Processed Data, (2021)

### III. RESEARCH METHODOLOGY

The data used in this study were obtained through distributing questionnaires to 44 employees of PT Intan Pariwara, Region III Balikpapan branch as respondents. Respondents' answers are measured based on a 5-point Likert scale. The relationship between variables in this study was analyzed using the Partial Least Square Structural Equation Modeling method (PLS-SEM).

### IV. RESULTS AND DISCUSSION

The first-stage model evaluation focuses on the measurement model. The PLS-SEM test for the measurement model allows researchers to measure the reliability and validity of the constructs. In particular, multivariate measurement involves using multiple variables to measure a concept indirectly. Evaluation of the measurement model includes testing for internal consistency reliability, indicator reliability, convergent validity and discriminant validity as shown in Table 1. There are two methods that can be used to measure the reliability of a construct, namely Cronbach's alpha or composite reliability. However, the use of Cronbach's alpha tends to provide a lower estimated value so that PLS-SEM is recommended to use a reliability composite. The reliability of the indicators on PLS-SEM is measured from the outer loading value which shows the correlation between the indicator and its construction. Convergent validity in constructs can be measured using AVE. Discriminant validity can be measured from cross loading or the loading value of other constructs, which is a comparison of the value of the outer loading indicator associated with the construction where the outer loading value required by the indicator must be more than the cross loading value.

Table 1. Evaluation of Model Measurements

Variables and Indicators	Loadings	Composite Reliability	AVE	√ AVE	Information
<b>Organizational Culture (X1)</b>		0.754	0.826	0.661	Valid
X1.1	0.532				
X1.2	0.750				
X1.3	0.711				
X1.4	0.632				
<b>Compensation (X2)</b>		0.772	0.412	0.641	Valid
X2.1	0.563				
X2.2	0.534				
X2.3	0.830				
X2.4	0.676				
X2.5	0.557				
<b>Leadership (X3)</b>		0.743	0.421	0.648	Valid
X3.1	0.628				
X3.2	0.604				
X3.4	0.671				
X3.5	0.689				
<b>Motivation (Y1)</b>		0.767	0.402	0.634	Valid
Y1.1	0.533				
Y1.2	0.737				
Y1.3	0.700				
Y1.4	0.651				
Y1.5	0.522				

<b>Job Satisfaction (Y2)</b>					
Y2.1	0.704	0826	0.488	0.698	Valid
Y2.2	0.692				
Y2.3	0.650				
Y2.4	0.764				
Y2.5	0.681				

Source: Data Processing Results (2021)

**Direct Influence Hypothesis Testing**

After ensuring that the construct measurement model is reliable and valid, then hypothesis testing is carried out. Hypothesis testing in this study is carried out on a structural model or inner model which shows a direct or indirect relationship between exogenous and endogenous latent variables. Hypothesis testing is based on the significance value of the path coefficient after re-sampling or bootstrapping 5,000 times. The statistical test used is the t test with a confidence level of 95% or a significance level of 5%. The hypothesis is accepted if the t value is greater than the t table value for the two-sided test, namely 1.96. The results of the bootstrapping procedure are as shown in Table 2.

Based on Table 2, the results of hypothesis testing can be interpreted as follows:

1. Organizational culture has a positive effect, namely through a coefficient of 0.939 and a p-value of 0.000 on motivation, which means that the more conducive between superiors and subordinates, employees and fellow employees and the support of the company's management environment, the more comfortable it is in the work environment so that it can encourage employee motivation. The t-statistic value shows a value of 21.565 (> 1.96) and a p-value <0.05. From the results of these data, it can be concluded that the organizational culture variable has proven the relationship with the motivation variable, or in other words, organizational culture has a positive and significant effect on the work motivation of the employees of PT Intan Pariwara, the manager of the 11 Balikpapan branch, with a positive relationship direction.
2. Compensation has a positive but insignificant effect, namely through a path coefficient of 0.045 and a p-value of 0.376 on motivation, meaning that low compensation will reduce employee motivation. The t-statistic value shows a value of 0.885 (<1.96) and a P-value <0.05. From the results of these data it can be concluded that the compensation variable does not succeed in proving the relationship with the motivation variable, or in other words compensation has a positive and insignificant effect on the work motivation of the employees of PT Intan Pariwara, the manager of the 11 Balikpapan branch of the positive relationship.
3. Leadership has a positive but insignificant effect, namely through a path coefficient of 0.0037 and a p-value of 0.938 on motivation, which means a leader who cannot cooperate with subordinates and is unable to provide employee motivation. The t-statistic value is 0.076 (<1.96) and the value is <0.05. From the results of these data it can be concluded that the compensation variable does not succeed in proving the relationship with the motivation variable, or in other words compensation has a positive and insignificant effect on the work motivation of the employees of PT Intan Pariwara, the manager of the 11 Balikpapan branch of the positive relationship.
4. Organizational culture has a positive effect, namely through a large coefficient of 0.345 and p-value of 0.003 on job satisfaction, meaning that a strong culture will lead to high job satisfaction. The t-statistic value shows the value of 2.972 (> 1.96) and the p-value <0.05. From the results of these data, it can be concluded that the organizational culture variable has proven the relationship with the job satisfaction variable, or in other words, organizational culture has a positive and significant effect on employee job satisfaction at PT Intan Pariwara branch, manager region 11 Balikpapan with a positive relationship direction.
5. Compensation has a positive effect, namely through a path coefficient of 0.397 and a p-value of 0.001 on satisfaction, which means that the compensation provided on time will provide more satisfaction to employees because they feel that their rights as employees have been fulfilled by the company. The t-statistic value shows the value of 3.180 (> 1.96) and the p-value <0.05. From the results of these data it can be interpreted that the compensation variable succeeds in proving the relationship with the satisfaction variable, or in other words, compensation has a positive and significant effect on job satisfaction of employees of PT Intan Pariwara branch of manager region 11 Balikpapan with a positive relationship direction.
6. Leadership has a positive effect, namely through a path coefficient of 0.248 and a p-value of 0.027 on job satisfaction, meaning that leaders can align individual needs with organizational needs based on human relationships. The t-statistic value shows the value of 2.206 (> 1.96) and the p-value <0.05. From the results of these data it can be concluded that the leadership variable has proven the relationship with the satisfaction variable, or in other words, leadership has a positive and significant effect on job satisfaction of employees of PT Intan Pariwara, Branch Manager Region 11 Balikpapan, with a positive relationship direction.
7. Motivation has a positive effect, namely through a path coefficient of 0.939 and a p-value of 0.019 on job satisfaction, meaning that with work motivation, employee satisfaction will arise which in the end will make employees more productive. The t-statistic value shows the value of 2.343 (> 1.96) and the p-value <0.05. From

the results of these data it can be interpreted that the motivation variable succeeds in proving the relationship with the satisfaction variable, or in other words, motivation has a positive and significant effect on job satisfaction of employees of PT Intan Pariwara branch of manager region 11 Balikpapan with a positive relationship direction.

**Table 2. Bootstrapping Results Direct Effect**

Influence of Variables		Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistics (IO / STDEVI)	P Value
Exogenous	Endogenous					
Motivation (Y1)	Job Satisfaction (Y2)	0.939	0.904	0.401	2,343	0.019
Compensation (X2)	Motivation (Y1)	0.045	0.046	0.051	0.885	0.376
Compensation (X2)	Job Satisfaction (Y2)	0.397	0.377	0.125	3,180	0.001
Leadership (X3)	Motivation (Y1)	0.0037	0.010	0.048	0.076	0.938
Leadership (X3)	Job Satisfaction (Y2)	0.248	0.259	0.112	2,206	0.027
Organizational Culture (X1)	Motivation (Y1)	0.939	0.937	0.043	21,565	0.000
Organizational Culture (X1)	Job Satisfaction (Y2)	0.345	0.354	0.116	2,972	0.003

(Source: 2021 Data Processing Results)

**Hypothesis Testing of Indirect Effects**

Answering the indirect effect hypothesis can be seen from the results of table 3, it can be concluded as follows:

1. The results of the analysis in the table show the influence of organizational culture on job satisfaction moderated by motivation can be seen from the path coefficient value of 0.882, and the t-statistical test results of 2.240 and p-value with a value of 0.025. The measurement results show that the t-statistic > t-table is 1.96 and the p-value < 0.05. From these results. It can be concluded that the Motivation variable is able to moderate the influence of the organizational culture variable on the job satisfaction variable, or in other words the motivation variable has a significant effect on the relationship between the organizational culture variable and the employee job satisfaction of PT Intan pariwara branch of the manager region 11 with a positive relationship.
2. The results of the analysis in the table show the influence of leadership on job satisfaction moderated by motivation can be seen from the path coefficient value of 0.003, and the t-statistical test results of 0.077 and p-value with a value of 0.938. The measurement results show that the t-statistic < t-table 1.96 and p-value > 0.05. From these results. It can be concluded that the Motivation variable does not moderate the influence of the leadership variable on the job satisfaction variable, or in other words the motivation variable does not have a significant effect on the relationship between the leadership variable and the job satisfaction of employees of PT Intan Pariwara branch of the manager region 11 with insignificant positive relationship direction.
3. The results of the analysis in the table show that the effect of compensation on job satisfaction moderated by motivation can be seen from the path coefficient value of 0.043 and the t-statistical test results of 0.938 and p-value with a value of 0.348. The measurement results show that the t-statistic < t-table 1.96 and p-value > 0.05. From these results. It can be concluded that the Motivation variable is not able to moderate the influence of the compensation variable on the job satisfaction variable, or in other words the motivation variable does not have a significant effect on the relationship between the compensation variable and the employee job satisfaction of PT Intan Pariwara's branch in the manager area 11 with a positive insignificant direction.

**Table 3. Bootstrapping Results Indirect Effect**

Influence of Variables			Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistics (IO / STDEVI)	P Value
Exogenous	Mediation	Endogenous					
Organizational Culture (X1)	Motivation (Y1)	Job Satisfaction (Y2)	0.882	0.853	0.394	2,240	0.0255
Leadership (X3)	Motivation (Y1)	Job Satisfaction (Y2)	0.003	0.009	0.044	0.077	0.938
Compensation (X2)	Motivation (Y1)	Job Satisfaction (Y2)	0.043	0.034	0.046	0.938	0.348

(Source: 2021 Data Processing Results)



## V. DISCUSSION

Organizational culture has a positive and significant influence on motivation. where the more conducive between superiors and subordinates, employees with fellow employees and the support of the company's management environment, it will further increase the sense of comfort in the work environment so as to encourage work motivation of employees of PT Intan Pariwara branch of the manager area 11 Balikpapan. These results are consistent with research conducted by Maryam Al-Sada, Bader Al-Esmael, Mohd. Nishat Faisal, (2017) which states that organizational culture has a positive and significant effect on motivation. Juliningrum (2013) states that organizational culture has a positive and significant effect on motivation. Ashar, (2019) states that organizational culture has a positive and significant effect on motivation.

There is a positive and insignificant effect of compensation on the work motivation of the employees of PT Intan Pariwara, the manager of the 11 Balikpapan branch, which means that if the remuneration is small enough, the manager will find it more difficult to motivate his subordinates, or the employees will feel less compensation, it will reduce the employee's work motivation. These results are consistent with research conducted by Emmy Juliningrum (2013) which states that compensation does not have a significant effect on motivation. conducted by Lutfi Bisri Ashari (2019) which states that Compensation has a positive and significant effect on motivation.

There is a positive but insignificant influence between leadership on work motivation of employees of PT Intan pariwara, Balikpapan Branch, which is significant leadership is still less assertive in making decisions, and also does not provide encouragement and morale to employees so that employee work motivation decreases as seen from employees who are less enthusiastic about work and are not careful in doing work. These results are in accordance with research conducted by Djoko Setyo Widodo (2017) which states that leadership does not have a significant effect on work motivation. The results above are not in accordance with the research conducted by Maryam Al-Sada, Bader Al-Esmael, Mohd. Nishat Faisal, (2017) which states that leadership has a positive and significant effect on job satisfaction.

The results showed a positive and significant influence of organizational culture on job satisfaction of employees of PT Intan Pariwara, Balikpapan Branch, Manager Region 11, meaning that a strong culture will lead to high job satisfaction. Conversely, a weak culture will bring the organization to low job satisfaction as well. These results are in accordance with research conducted by Suharno Pawirosumarto, Purwanto Katijan Sarjana, Rachmad Gunawan, (2017) which states that organizational culture has a positive and significant effect on job satisfaction. Rifdah Abadiyah.1 & Didik Purwanto. 2 (2016) state that organizational culture has a positive and significant effect on job satisfaction. Ida Ayu Brahmasari and Agus Suprayetno (2008) state that organizational culture has a positive and significant effect on job satisfaction. Lee Huey Yiing, Kamarul Zaman Bin Ahmad, (2009) which states that organizational culture has a positive and significant effect on job satisfaction. The results above are not in accordance with the research conducted by Rahmad Hidayat, Teddy Chandra, and Harry P. Panjaitan (2018) which states that organizational culture has a negative and insignificant effect on job satisfaction.

There is a positive and significant effect of compensation on job satisfaction of employees of PT Intan Pariwara, Balikpapan branch, manager area 11, which means that compensation is important for employees as individuals because the size of the compensation received determines how important the position of the company's employees is. Receipt of compensation, either directly or indirectly, fairly and reasonably affects the job satisfaction of employees in carrying out their duties.

These results are consistent with research conducted by Rifdah Abadiyah.1 & Didik Purwanto (2016) which states that compensation has a positive and significant effect on job satisfaction. Indra Prawira (2020) which states that compensation has a positive and significant effect on job satisfaction. The results above are not in accordance with the research conducted by Dewi Suryani Harahap, Hazmanan Khair (2019), namely that compensation does not have a positive and significant effect on job satisfaction.

There is a positive and significant influence of leadership on job satisfaction of employees of PT Intan pariwara branch of the manager region 11 Balikpapan means the higher the employee's work motivation, the job satisfaction will also increase. These results are consistent with research conducted by Lee Huey Yiing, Kamarul Zaman Bin Ahmad, (2009) which states that leadership has a positive and significant effect on job satisfaction. Suharno Pawirosumarto, Purwanto Katijan Sarjana, Rachmad Gunawan, (2017) who state that leadership has a positive and significant effect on job satisfaction. Dewi Suryani Harahap, Hazmanan Khair (2019) who stated that leadership has a positive and significant effect on job satisfaction. Indra Prawira (2020) and Sean Ratican (2020) state the same thing that leadership has a positive and significant effect on job satisfaction.

There is a positive and significant effect of work motivation on job satisfaction of employees of PT Intan Pariwara, Branch Manager Region 11 Balikpapan, which means that the higher the work motivation of the employees, the job satisfaction will also increase. These results are consistent with research conducted by Sooksan Kantabutra Molraudee Saraten (2011) which states that motivation has a positive and significant effect on job satisfaction. Rahmad Hidayat, Teddy Chandra and Harry P. Panjaitan (2018) who state that motivation

has a positive and significant effect on job satisfaction. Maryam Al-Sada, Bader Al-Esmael, Mohd. Nishat Faisal, (2017) which states that motivation has a positive and significant effect on job satisfaction. The results mentioned above are not in accordance with the research conducted by Dewi Suryani Harahap.

## **VI. CONCLUSIONS AND SUGGESTIONS**

Organizational culture is proven to have a positive and significant influence on work motivation, meaning that the more conducive between superiors and subordinates, employees and fellow employees and the support of the company's management environment, the more comfortable it is in the work environment so that it can encourage employee motivation of PT Intan pariwara, branch of the manager area 11 Balikpapan. The indicator that has a dominant influence on the variable of organizational culture is the encouragement from the leader in carrying out tasks well. Meanwhile, the indicator that has the lowest effect is responsiveness in carrying out organizational orders. Compensation is proven to have a positive but insignificant effect on the work motivation of the employees of PT Intan pariwara, the branch of the manager region of 11 Balikpapan, which means that low compensation will reduce employee motivation. Leadership is proven to have a positive but insignificant influence on the work motivation of employees of PT Intan pariwara, Balikpapan branch of managerial area 11, which means a leader who cannot cooperate with subordinates and is unable to motivate employees. Organizational culture is proven and acceptable to have a positive and significant influence on job satisfaction, meaning that a strong culture will lead to job satisfaction at PT Intan pariwara branch of the Manager Region 11 Balikpapan. Compensation is proven to have a positive and significant effect on the job satisfaction of employees of PT Intan pariwara, Balikpapan branch, manager area 11, which means that the compensation provided on time will provide more satisfaction to employees because they feel that their rights as employees have been fulfilled by the company. Leadership is proven to have a positive and significant influence on the job satisfaction of employees of PT Intan pariwara, Balikpapan branch of manager region 11, which means that leaders can align individual needs with organizational needs based on human relationships.

Organizational culture is proven to have a positive and significant influence on motivation and job satisfaction of employees of PT Intan pariwara branch of the manager region 11 Balikpapan. It needs changes in organizational governance such as strictness of rules and enforcement and sanctions, environmental improvements and management systems that can form an organizational culture that is able to encourage employee motivation to work and in the end will form job satisfaction with the maximum achievement value of work results. There is a need for clarity in determining compensation according to the rules in the labor law so that employees are motivated and able to feel satisfaction at work because if the employee already understands the basis for determining compensation, the employee will accept without any action or protest because it is in accordance with the rules. In providing compensation, it is advisable to pay more attention to: 1). fair compensation, namely providing compensation to employees according to work performance, type of work, job risk, and the amount of responsibility. 2). Adequate compensation, namely compensation received can meet their needs at an ideal normative level, in order to create job satisfaction for employees. Leadership adopted by organizational leaders needs to be a consideration for organizational leaders both in the role of leadership types, leadership styles and clear leadership characteristics in order to motivate employees to work and for leadership in accordance with company conditions, employees will feel satisfied with appropriate leadership. Motivation has a positive and significant effect on job satisfaction of employees of PT Intan pariwara branch of manager region 11 Balikpapan. Strong motivation that is formed in employees will be able to create a satisfaction that can be felt by employees. Motivation will be well formed when governance, management systems, work environment conditions and a good leadership will create an achievement of employee satisfaction. It is suggested to pay more attention to the provision of work motivation, among others: The fulfillment of the needs of employees and their families should be increased every month so that they can defend themselves as living beings, give more appreciation to employees for their abilities and achievements.

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