

The Role of Organizational Culture and Information Technology in Improving Employee Performance through Job Satisfaction (A Study at PT XYZ)

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ABSTRACT

The purpose of this study was to determine the effect of organizational culture and information technology on employees' performance through job satisfaction in PT SUCOFINDO SBU Laboratorium. The data collection method used a questionnaire. The data analysis methods used in this study were path analysis and Sobel test. The results of this study indicate that organizational culture has a positive and significant effect on job satisfaction, information technology has a positive and significant effect on job satisfaction, organizational culture has a positive and significant effect on employee performance, information technology has a positive and significant effect on employee performance, job satisfaction has a positive and no significant effect on employee performance, organizational culture has a positive and no significant effect on employee performance through job satisfaction, and information technology has a positive and significant effect on employee performance through job satisfaction. This study concludes that information technology plays a crucial role in enhancing employee performance, both directly and through job satisfaction. The theoretical implication of this research is the confirmation of job satisfaction's mediating role in the relationship between information technology and employee performance. Practically, the findings suggest that PT SUCOFINDO SBU Laboratorium should focus on improving organizational culture, optimizing information technology utilization, and enhancing job satisfaction to boost employee performance. Future research is recommended to explore additional variables and expand the research context to different industries.

Keyword: *Organizational Culture; Information Technology; Job Satisfaction; Employee Performance.*

INTRODUCTION

Industrial revolution 4.0 causing companies, both manufacturing and services, to compete competitively in the business world and make all production activities automated with the help of technology. The industrial revolution 4.0 has been a great leap for the industrial sector, which fully utilizes information and communication technology. Not only in the production process, but also throughout the industrial value chain thus creating new digital-based business models that are useful to achieve high efficiency and better product quality. The implementation of industry 4.0 is able to change various aspects of human life and has extraordinary potential in changing aspects of industry. (Kementrian Perindustrian Republik Indonesia, 2018)

Industry 4.0 is a new reality that is closely related to the application of new technologies such as *advanced analysis*, *IoT (Internet of Things)*, *machine learning* and automation (ten Bulte, 2018). Industry 4.0 is a trend that leads to automation and data exchange in manufacturing technology in which there is *Cyberpsychical systems*, *IoT (Internet of Things)*, and *Cloud computing* (Sung, 2018). In addition to focusing on implementing new technologies, companies are also required to pay attention to and meet the needs of human resources in the company. In the industrial revolution 4.0, there has been an increase in global mobility and growing diversity of the workforce as well as transformational changes to the business

environment and skills on global demographic and economic trends brought about by the industrial revolution 4.0 creating the perfect storm for strategic resource management (Whysall, Owtram, & Brittain, 2018). According to Kragermann in (Bulte, 2018) Industry 4.0 also makes the production process likely to become centralized of smart products through communication between machines, resources and humans.

However, data from the World Economic Forum's Global Competitiveness Index 2019 shows that Indonesia experienced a decline in competitiveness, dropping from 45th position in 2018 to 50th out of 141 countries in 2019. One of the contributing factors was the decline in the adoption of Information and Communication Technology (ICT), which fell from 50th place in 2018 to 72nd place with a score of 55 (Kementerian Perindustrian Republik Indonesia, 2018). This decline underscores the importance of improving the quality of human resources to compete in the digital era, particularly in implementing Industry 4.0, which emphasizes the role of talent in industrial success. Effective human resource management includes recruitment, training, assessment, and compensation processes (Dessler, 2017), all of which significantly affect company performance.

Several previous studies have highlighted the importance of organizational culture, information technology, and job satisfaction in enhancing employee performance. Soomro and Shah (2019) found that organizational culture has a positive and significant impact on employee performance, emphasizing that a strong culture fosters innovation and commitment among employees. Similarly, Nuskiya (2018) demonstrated that information technology significantly improves employee performance in the banking industry by increasing productivity and reducing work errors. Furthermore, Pawirosumarto, Sarjana, and Gunawan (2017) revealed that job satisfaction mediates the relationship between organizational culture and employee performance, although the direct effect of job satisfaction on performance may vary across contexts.

Despite these contributions, most existing studies have examined these variables in isolation or in different industrial contexts. There is limited research that comprehensively analyzes the mediating role of job satisfaction in the relationship between organizational culture, information technology, and employee performance within a single integrated model, particularly in the context of state-owned enterprises in Indonesia (Indrasari, 2017; Jannah, 2016). This study seeks to fill that gap by focusing on PT SUCOFINDO SBU Laboratorium, a company that has experienced a decline in employee performance in recent years.

PT SUCOFINDO, a state-owned enterprise engaged in testing, inspection, and certification services, seeks to improve the performance of its employees through performance assessment using Key Performance Indicators (KPIs) called Individual Performance Scores (NKI). In recent years, the performance of PT SUCOFINDO's employees has decreased, which can be seen from the decline in the P1 predicate (exceeding the target). This decline is a serious concern for the company because employee performance greatly determines the company's performance (Obedgiu, 2017; Soomro & Shah, 2019).

A strong organizational culture, including innovation, risk-taking, and team orientation, plays a key role in improving employee performance. However, the results of the pre-questionnaire show that PT SUCOFINDO employees have not fully implemented innovative

ideas in their work and have not felt comfortable working in a team. This reflects the phenomenon of organizational culture that needs to be improved to support employee performance improvement (Robbins & Judge, 2015).

In addition to organizational culture, information technology and job satisfaction also play an important role in improving employee performance. The right information technology can increase productivity and reduce work errors (Nuskiya, 2018; Rofano & Utami, 2019). Meanwhile, high job satisfaction will improve employee skills and performance (Sugiarto, 2018). Therefore, it is important for PT SUCOFINDO to improve organizational culture, utilize information technology, and increase job satisfaction to support the improvement of employee performance and company success.

This study aims to analyze the influence of organizational culture, information technology, and job satisfaction on employee performance at PT SUCOFINDO SBU Laboratorium. Based on the background that has been explained, the formulation of the problem that is the focus of this research includes the influence of organizational culture on job satisfaction and employee performance, the influence of information technology on job satisfaction and employee performance, and the influence of job satisfaction on employee performance (Terek et al., 2018). In addition, this study will also examine the influence of organizational culture and information technology on employee performance through job satisfaction. The limitation of the scope of this research will be focused on organizational culture, information technology, job satisfaction, and employee performance at PT SUCOFINDO SBU Laboratorium, to avoid target deviations.

The purpose of this study is to determine the influence of organizational culture and information technology on job satisfaction at PT SUCOFINDO SBU Laboratorium, as well as the influence of both on employee performance. In addition, this study also aims to understand the role of job satisfaction as an intervening variable in the relationship between organizational culture and information technology and employee performance. Thus, this research will provide deeper insight into the factors that affect employee performance, which is expected to make a positive contribution to efforts to improve the quality of human resources in the company. Theoretically, this research is expected to contribute to thinking about the influence of organizational culture, information technology, and job satisfaction on employee performance, as well as provide useful information for future research in this field. Practically, the results of this research are expected to provide input for PT SUCOFINDO SBU Laboratory in managing organizational culture and information technology to improve job satisfaction and employee performance. In addition, this research is also expected to provide insight and knowledge for the author about problems that occur in the company and provide a broader understanding to the general public about the importance of organizational culture and information technology in improving employee performance in a company.

METHOD

Research Design

In this study, a type of quantitative research with a causal associative research approach is used. The variables linked in this study are Organizational Culture (X1), Information Technology (X2), Job Satisfaction (Z), and Employee Performance (Y). The method used in

this study is a survey. The analysis unit in this study is individual employees at PT SUCOFINDO SBU Laboratory. The questionnaire data collection is carried out once in a certain period of time, so the *time horizon* used is *cross-sectional*. The research design can be seen in table 1

Table 1. Research Design

Research Objectives	Types of Research	Research Methods	Unit of Analysis	Time Horizon
T-1	Causal Associations	Surveys	Individual-Employees	<i>cross-sectional</i>
T-2	Causal Associations	Surveys	Individual-Employees	<i>cross-sectional</i>
T-3	Causal Associations	Surveys	Individual-Employees	<i>cross-sectional</i>
T-4	Causal Associations	Surveys	Individual-Employees	<i>cross-sectional</i>
T-5	Causal Associations	Surveys	Individual-Employees	<i>cross-sectional</i>
T-6	Causal Associations	Surveys	Individual-Employees	<i>cross-sectional</i>
T-7	Causal Associations	Surveys	Individual-Employees	<i>cross-sectional</i>

Source: Author (2020)

Description:

T-1 : To find out the influence of Organizational Culture on Job Satisfaction at PT SUCOFINDO SBU Laboratorium.

T-2 : To find out the influence Information Technology to Job Satisfaction at PT SUCOFINDO SBU Laboratorium.

T-3 : To find out the influence of Organizational Culture on Employee Performance at PT SUCOFINDO SBU Laboratorium.

T-4 : To find out the influence Information Technology to Employee Performance at PT SUCOFINDO SBU Laboratorium.

T-5 : To find out the effect of Job Satisfaction on Employee Performance at PT SUCOFINDO SBU Laboratorium.

T-6 : To find out the influence of Organizational Culture on Employee Performance through Job Satisfaction at PT SUCOFINDO SBU Laboratorium.

T-7 : To find out the influence Information Technology to Employee Performance through Job Satisfaction at PT SUCOFINDO SBU Laboratorium.

Data Sources and Data Collection Techniques

According to the source, the data used in this study uses primary and secondary data.

a. Data Primer

Primary data sources are data retrieval obtained directly by researchers in the field, namely:

1) Kuesioner (*Questionnaire*)

In this study, the respondent writer is an employee of PT SUCOFINDO SBU Laboratorium. The questions that will be given to respondents are related to organizational culture, information technology, job satisfaction and employee performance at PT SUCOFINDO SBU Laboratorium. One of the data collection in this study is using pre-questionnaires and questionnaires to support research data. The questionnaire used in this study is a type of direct questionnaire that is closed because respondents only need to mark one of the answers.

2) Interview

In this study, the author's resource person is one of the HRD (*Human Resource Development*) at PT SUCOFINDO SBU Laboratorium which discusses the number of employees, phenomena that occur in the company and other data that the author needs to support research and with the aim of obtaining other additional information.

b. Data Seconds

Secondary data is data obtained through company documents and written reports, literature in the company, scientific books or other writings related to the subject under study and internet media. The secondary data used by the author in this study are company employee performance data from the *Human Resource Department (HRD) division, textbooks*, and journal articles.

Population and Sample

The research was conducted on employees of PT SUCOFINDO SBU Laboratory with a total population of 330. Based on the total population of employees of PT SUCOFINDO SBU Laboratorium, which is 330 people, the author uses the slovin formula to determine the sample size.

Sampling Technique

In this study, the sampling technique used is *probability sampling* by means of *Simple Random Sampling*.

Operational Definition of Research Variables

1. Identification of Research Variables

The variables used in this study consist of 3 types of variables, namely independent variables, dependent variables, and mediating variables.

Data Analysis Methods

In analyzing data processing, the author uses the IBM SPSS Statistics software application version 25.

RESULTS AND DISCUSSION

Respondent Profile

The analysis of respondent data includes gender, last education, age, and length of employment. This is necessary to find out the background of the respondents in this study.

1. Respondent Profiles by Gender

Table 2. Respondent Gender

Gender	Total of Respondents	Percentage
Male	121	66.9%
Female	60	33.1%
Total	181	100%

Source: Author (2020)

Based on the above results, the study respondents consisted of 66.9% of men totaling 121 respondents and 33.1% of women totaling 60 respondents. It can be concluded that the respondents in this study are dominated by male employees. This is because companies tend to provide work that is outside the office (*Outdoor*) or go directly into the field to male employees

such as conducting surveys or taking samples directly while female employees are given more jobs in the office (*Indoor*) or technical calibration (kaltek) and migration such as *front* office, management of certificates of analysis results and conducting laboratory results testing.

2. Profile of Repondent by Age

Table 3. Respondent Age

Age	Total of Respondents	Percentage
< 30 years old	115	63.5%
30-40 years old	29	16%
>40 years old	37	20.4%
Quantity	181	100%

Source: Author (2020)

Based on the results above, the respondents of the study based on age consisted of < 30 years old with a percentage of 63.5% amounting to 115 respondents, 30-40 years old with a percentage of 16% amounting to 29 respondents, and >40 years old with a percentage of 20.4% amounting to 37 respondents. It can be concluded that the age of the respondents in this study is dominated by the age of under 30 years. This is because in the last 5 years, PT SUCOFINDO SBU Laboratorium has recruited new employees who will later replace pendi (early retirement) and pure retirement.

3. Profile of respondents based on last education

Table Error! No text of specified style in document.. Respondent's Last Education

Final Education	Number of Respondents	Percentage
High School/Vocational School	12	6.6%
Diploma (D1/D2/D3)	36	19.9%
S1	126	69.6%
S2	7	3.9%
Quantity	181	100%

Source: Author (2020)

Based on the results above, the respondents of the research based on the latest education consisting of high school/vocational school had a percentage of 6.6% totaling 12 respondents, diploma (D1/D2/D3) had a percentage of 19.9% totaling 36 respondents, S1 had a percentage of 69.6% totaling 126 respondents, and S2 had a percentage of 3.9% totaling 7 respondents. It can be concluded that in this study, the respondents with the last education were dominated by S1 graduates. This is because when recruiting, PT SUCOFINDO SBU Laboratorium provides requirements for prospective employees with a minimum of D3 or S1 education for each job position.

4. Respondent Profiles Based on Length of Employment

Table 5. Respondent's Length of Employment

Long Time Working	Number of Respondents	Percentage
1-5 years	99	54.7%
6-10 years	28	15.5%
11-15 years	19	10.5%
>15 years old	35	19.3%

Quantity	181	100%
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Source: Author (2020)

Based on the results above, the respondents of the study based on length of work consisted of 1-5 years with a percentage of 54.7% amounting to 99 respondents, 6-10 years had a percentage of 15.5% with 28 respondents. 11-15 years had a percentage of 10.5% amounting to 19 respondents, and >15 years had a percentage of 19.3% amounting to 35 respondents. It can be concluded that in this study, respondents with a working period of 1-5 years are dominated. It can be concluded that this study is dominated by respondents with a working period of 1-5 years in the category of *millennials*. This is due to the number of employees who have worked >15 years have begun to enter retirement age and the company needs *fresh graduates* to work so that there are fewer employees who work at PT SUCOFINDO SBU Laboratory for more than 15 years.

Descriptive Analysis Results

Descriptive statistics on the output of spss with a sample of 181 employees of PT SUCOFINDO SBU Laboratory show that the organizational culture variable has the smallest (minimum) value of 2.13 and the largest value (maximum) of 5.00. The average organizational culture variable owned by employees of PT Sucofindo SBU Laboratorium showed a positive result of 4.0877. The standard deviation value of the organizational culture variable is 0.47943. Judging from the average results of organizational culture of 4.0877, it shows that the organizational culture variable has a high interval value so that it can be said that the organizational culture in the company of PT SUCOFINDO SBU Laboratium is good.

The information technology variable with a sample of 181 employees of PT SUCOFINDO SBU Laboratory has the smallest (minimum) value of 1.83 and the largest value (maximum) of 5.00. The average information technology variable owned by employees of PT Sucofindo SBU Laboratorium showed a positive result of 4.2634. The standard deviation value of the information technology variable is 0.70668. Judging from the average results of information technology of 4.2634, it shows that the information technology variable has a very high interval value so that it can be said that the information technology in the company PT SUCOFINDO SBU Laboratium is very good.

The job satisfaction variable with a sample of 181 employees of PT Sucofindo SBU Laboratorium has the smallest (minimum) value of 1.60 and the largest value (maximum) of 5.00. The average variable of job satisfaction owned by employees of PT SUCOFINDO SBU Laboratorium showed a result of 3.6541. The standard deviation value of the information technology variable is 0.67425. Judging from the results of the average job satisfaction of 3.6541, it shows that the variable of job satisfaction has a high interval value so that it can be said that job satisfaction in the company of PT SUCOFINDO SBU Laboratium is good.

The employee performance variable with a sample of 181 employees of PT SUCOFINDO SBU Laboratory has the smallest (minimum) value of 2.50 and the largest (maximum) value of 5.00. The average job satisfaction variable owned by employees of PT SUCOFINDO SBU Laboratorium showed a result of 4.4236. The standard deviation value of the information technology variable is 0.48986. Judging from the results of the average

employee performance of 4.4236, it shows that the employee performance variable has a very high interval value so that it can be said that the performance of employees in the company of PT SUCOFINDO SBU Laboratorium is very good.

Validity Test Results

In the validity test, data were taken from 181 respondents who were processed with SPSS Statistics 25 which was based on comparing r-count and r-table. Where the r-table is 0.1459 ($df = n-2$, $181-2 = 179$ with a significance level of 0.05). If $r\text{-count} > r\text{-table}$, then the questionnaire item is declared valid, but if $r\text{-count} < r\text{-table}$, then the questionnaire item is invalid.

Organizational Culture Validity Test Results

All items of the organizational culture statement given to the respondents were declared valid.

Results of Information Technology Validity Test

All items of information technology statements provided to respondents were declared valid.

Results of the Job Satisfaction Validity Test

All items of the job satisfaction statement given to the respondents were declared valid.

Results of Employee Performance Validity Test

All items of employee performance statements given to respondents were declared valid.

Reliability Test

All variables are declared reliable because each variable has Cronbach's alpha > 0.60 .

Classical Assumption Test Results

Normality Test

The SPSS output results show that the Sig value of all variables is $0.066 > 0.05$, so it can be concluded that the data is normally distributed.

Multicollinearity Test Results

There was no multicollinearity in this study because each independent variable had a *tolerance value* of more than 0.10 and VIF below 10.00, so this study met the requirements for the multicollinearity test.

Recapitulation of Hypothesis Test Results

Table 6. Hypothesis Test Recapitulation Results

Hipotesis	Remarks	Results
H1	there is a significant influence of organizational culture on job satisfaction at PT SUCOFINDO SBU Laboratory	Accepted
H2	there is a significant influence of information technology on job satisfaction at PT SUCOFINDO SBU Laboratory	Accepted
H3	There is a significant influence of organizational culture on the performance of employees of PT SUCOFINDO SBU Laboratory	Accepted
H4	There is a significant influence of information technology on employee performance at PT SUCOFINDO SBU Laboratory	Accepted

H5	There is a significant influence of job satisfaction on employee performance at PT SUCOFINDO SBU Laboratory	Rejected
H6	there is an influence of organizational culture on employee performance through job satisfaction at PT SUCOFINDO SBU Laboratory	Rejected
H7	There is an influence of information technology on employee performance through job satisfaction at PT SUCOFINDO SBU Laboratory	Accepted

Source: Author's Data Processing Results (2020)

Based on the results of the path analysis, the following conclusions can be drawn:

1. Hypothesis 1: there is a significant influence of organizational culture (X1) on Job Satisfaction (Z) at PT SUCOFINDO SBU Laboratory
Based on the results of data processing using SPSS, the sig value is less than 0.05, so with this organizational culture has a significant influence on job satisfaction. Organizational culture has an influence on job satisfaction of 0.552. This means that improving organizational culture can affect job satisfaction.
2. Hypothesis 2: there is a significant influence of Information Technology (X2) on Job Satisfaction (Z) at PT SUCOFINDO SBU Laboratory
Based on the results of data processing using SPSS, the sig value is less than 0.05, so with this information technology has a significant influence on job satisfaction. Information technology has an effect on job satisfaction of 0.199. This means that the improvement of information technology can affect job satisfaction.
3. Hypothesis 3: there is a significant influence of organizational culture (X1) on Employee Performance (Y) at PT SUCOFINDO SBU Laboratory
Based on the results of data processing using SPSS, the sig value is less than 0.05, so with this organizational culture has a significant influence on employee performance. Organizational culture has an influence on employee performance by 0.537. This means that improving organizational culture can affect employee performance.
4. Hypothesis 4: there is a significant influence of information technology (X2) on Employee Performance (Y) at PT SUCOFINDO SBU Laboratory
Based on the results of data processing using SPSS, the sig value is less than 0.05, so with this information technology has a significant influence on employee performance. Organizational culture has an influence on employee performance by 0.166. This means that improvements in information technology can affect employee performance.
5. Hypothesis 5: there is a significant influence of job satisfaction (Z) on Employee Performance (Y) at PT SUCOFINDO SBU Laboratory
Based on the results of data processing using SPSS, the sig value is more than 0.05, so with this job satisfaction does not have a significant influence on employee performance. Job satisfaction has an effect on employee performance by 0.005. This means that increased job satisfaction cannot affect employee performance.
6. Hypothesis 6: there is an influence of organizational culture (X1) on employee performance (Y) through job satisfaction (Z) at PT SUCOFINDO SBU Laboratory

Based on the results of data processing using SPSS, it was found that organizational culture does not have an indirect influence on employee performance through job satisfaction. It can be concluded that improving organizational culture cannot affect employee performance through job satisfaction.

7. Hypothesis 7: there is an influence of information technology (X2) on employee performance (Y) through job satisfaction (Z) at PT SUCOFINDO SBU Laboratory

Based on the results of data processing using SPSS, it was found that information technology has an indirect influence on employee performance through job satisfaction. It can be concluded that the improvement of information technology can affect employee performance through job satisfaction.

Implications of Research Results

Theoretically Implications

1. Organizational Culture (X1) has a positive and significant influence on Job Satisfaction (Z). The results of data processing using SPSS were obtained with a sig result of less than 0.05. This is in accordance with previous research by (Cronley & Kim, 2017; Pawirosumarto, Bachelor, & Gunawan., 2017; Rozanna, Adam, & Majid, 2019) which states that organizational culture has a positive and significant effect on job satisfaction.
2. Information Technology (X2) has a positive and significant influence on Job Satisfaction (Z). The results of data processing using SPSS were obtained with a sig result of less than 0.05. This is in accordance with previous research by (Pasaman et al., 2019; Kucharska & Erickson, 2019; Wiguna, Suryani, & Yuesti, 2020) stating that information technology has a positive and significant influence on job satisfaction.
3. Organizational Culture (X1) has a positive and significant influence on Employee Performance (Y). The results of data processing using SPSS were obtained with a sig result of less than 0.05. This is in accordance with previous research by Based on research (Kuswati, 2020; Soomro & Shah, 2019) stating that organizational culture has a positive and significant influence on employee performance.
4. Information Technology (X2) has a positive and significant influence on Employee Performance (Y). The results of data processing using SPSS were obtained with a sig result of less than 0.05. This is in accordance with previous research by (Nuskiya, 2018; Wiguna, Suryani, & Yuesti, 2020) stating that information technology has a significant positive influence on employee performance.
5. Job Satisfaction (Z) has a positive and insignificant influence on Employee Performance (Y). The results of data processing using SPSS obtained a sig result greater than 0.05. This is in accordance with previous research by (Pawirosumarto, Bachelor, & Gunawan, 2017; Hidayah & Tobing., 2018) stated that job satisfaction does not have a positive and significant effect on employee performance.
6. Organizational Culture (X1) has a positive and insignificant influence on Employee Performance (Y) through Job Satisfaction (Z). The results of the sobel test processing were obtained that t was calculated to be smaller than t table. This is in accordance with previous research by (Pawirosumarto, Bachelor, & Gunawan, 2017) states that job

satisfaction cannot mediate the influence of organizational culture on employee performance.

7. Information Technology (X2) has a positive and significant influence on Employee Performance (Y) through Job Satisfaction (Z). The results of the sobel test processing were obtained that t was calculated to be greater than t of the table. It can be concluded that information technology has a direct effect on employee performance which is in accordance with previous research by (Nuskiya, 2018) stated that information technology has an influence on employee performance and it is known that information technology has an influence on job satisfaction researched by (Kucharska & Erickson, 2019).

Practical Implications

1. Organizational Culture

In this study, it is shown that organizational culture variables have a significant influence on employee performance. Based on the results of this study, a low indicator is the employee's comfort with the company's current condition. Therefore, companies need to pay attention to and improve these low indicators. PT Sucofindo SBU Laboratorium has a responsibility to maintain the company's condition so that it can help employees work well and optimally which will later have an impact on improving employee performance.

2. Information Technology

In this study, it is shown that information technology variables have a significant influence on employee performance. Based on the results of this study, a low indicator, namely information technology, is beneficial for employee performance in creativity skills at work. Therefore, companies need to pay attention to and improve these low indicators. PT Sucofindo SBU Laboratorium has the responsibility to prepare supporting facilities and infrastructure so that it can help employees work well and optimally which will later have an impact on improving employee performance.

CONCLUSION

Organizational Culture has a positive and significant influence on Job Satisfaction at PT SUCOFINDO SBU Laboratory. This means that increasing job satisfaction can be influenced by organizational culture. Information Technology has a positive and significant influence on Job Satisfaction at PT SUCOFINDO SBU Laboratorium. This means that utilizing information technology can create a sense of satisfaction for employees at work. Organizational Culture has a positive and significant influence on Employee Performance at PT SUCOFINDO SBU Laboratorium. This means that the increase in employee performance can be influenced by the organization's culture. Information Technology has a positive and significant influence on Employee Performance at PT SUCOFINDO SBU Laboratorium. This means that utilizing information technology can improve the performance of the wealthy. Job Satisfaction has a positive and insignificant influence on employee performance at PT SUCOFINDO SBU Laboratorium. This means that employee satisfaction does not affect their performance at work. Organizational Culture has a positive and insignificant influence on Employee Performance through Job Satisfaction. This means that job satisfaction cannot mediate the improvement of employee performance which is influenced by the organizational culture. Information Technology has a positive and significant influence on Employee Performance through Job

Satisfaction. This means that job satisfaction can mediate the influence of information technology in improving employee performance.

Based on these findings, several suggestions can be proposed. For PT SUCOFINDO SBU Laboratorium, it is recommended to improve organizational culture by enhancing employee comfort through open communication, recognition, and teamwork, supported by regular engagement surveys. Regarding information technology, the company should provide regular training on emerging technologies and invest in modern infrastructure to boost employees' creative skills. Although job satisfaction does not directly affect performance, its mediating role for information technology remains important; thus, management should focus on fair compensation, career development, work-life balance, and recognition to foster a positive work climate. Regular evaluation of organizational culture and technology implementation with clear performance indicators is also essential for continuous improvement. For future research, it is recommended to replicate this study in different industries or organizational settings to test the generalizability of findings. Comparative studies between state-owned and private enterprises could offer valuable sector-specific insights. Researchers may also incorporate additional variables such as leadership style, work motivation, or compensation for a more comprehensive understanding. Longitudinal studies are suggested to examine causal relationships over time, and combining quantitative methods with qualitative approaches would provide richer insights into employees' experiences.

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