



## Determining Conceptual Model of Employee Satisfaction and Performance of PT Agung Automall in Soekarno Hatta Pekanbaru

Rizaldi Putra<sup>a\*</sup>, Vera Farnila<sup>b</sup>, Suyono<sup>c</sup>, Dominicus Josephus Swanto Tjahjana<sup>a</sup>, Nicholas Renaldo<sup>d</sup>

<sup>a</sup>Business Faculty, Institut Bisnis dan Teknologi Pelita Indonesia, Indonesia

<sup>b</sup>PT Agung Automall, Pekanbaru, Indonesia

<sup>c</sup>Economic and Business Faculty, Universitas Trisakti, Indonesia

<sup>d</sup>Bond Business School Participant, Bond University, Australia

\*Corresponding Author: [rizaldi.putra@lecturer.pelitaindonesia.ac.id](mailto:rizaldi.putra@lecturer.pelitaindonesia.ac.id)

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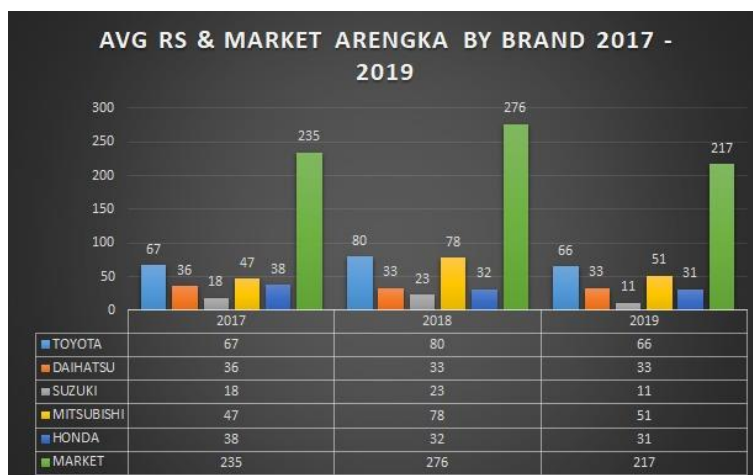
### ABSTRACT

Human resources are an important asset for the sustainability of an organization or company. Employees with job satisfaction and quality performance will have a positive impact on the company. Therefore PT. Agung Automall at Soekarno Hatta Pekanbaru is very focused on increasing job satisfaction and performance. All of this will certainly have an impact on the sales results made by the company every year. To increase job satisfaction and performance at PT. Agung Automall in Soekarno Hatta Pekanbaru, researchers think it is necessary to do a research analysis on how much positive impact commitment, organizational culture, motivation, leadership style has on job satisfaction and performance at PT. Agung Automall at Soekarno Hatta Pekanbaru. The purpose of the analysis is to determine the appropriate model for determining job satisfaction and performance. In conducting the analysis, the researcher will collect data first, the data collection technique used is to conduct a survey in the form of a questionnaire, where the questionnaire contains questions from each analyzed variable. Data analysis was carried out using Variation Analysis which was processed using SPSS 19.0 and AMOS 21 software. The targeted output of the analysis was that the company would be able to easily find out the weaknesses and strengths of the current company in terms of job satisfaction and performance. related to the company's achievements every year.

**Keywords:** Commitment, Organizational Culture, Motivation, Leadership Style, Job Satisfaction, Performance

### INTRODUCTION

The achievement of the annual target of PT. Agung Automall in Soekarno Hatta Pekanbaru is directly proportional to the quality of the performance of the employees working in the company. It can be said that the better the quality of employee performance (Andrianto et al., 2023; Kersiati et al., 2023; Nyoto et al., 2023; Putri et al., 2023; Sriadmitum et al., 2022), the company's annual sales target will also increase. The phenomenon behind the research is the occurrence of fierce business competition between Toyota and Mitsubishi in the Soekarno Hatta area of Pekanbaru, this phenomenon can be seen from the data table obtained by researchers from the Office of the One-Stop Manunggal Administration System Pekanbaru City.



**Figure 1. Market by Brand**

From the table above, it can be seen that there is very tight business competition between Toyota and Mitsubishi in the Soekarno Hatta area, where the Toyota dealer in the Soekarno Hatta area of Pekanbaru is PT. Agung Automall at Soekarno Hatta Pekanbaru. In 2017 sales made by PT. Agung Automall in Soekarno Hatta Pekanbaru was 67 units of cars and the second rank based on the most sales was Mitsubishi dealers, who sold 47 units of cars. Likewise, what happened in 2018. In 2018, the sales of Mitsubishi dealer cars witnessed a significant increase, reaching a total of 78 units sold. Remarkably, this figure was only 2 units short of the sales achieved by PT Agung Automall in Soekarno Hatta, Pekanbaru, which amounted to 80 units. As for the sales figures in 2019 up until June, PT Agung Automall in Soekarno Hatta, Pekanbaru reported sales of 66 car units, while Mitsubishi dealers in the Soekarno Hatta area of Pekanbaru recorded sales of 51 cars. Based on this scenario, it is plausible to anticipate that Mitsubishi dealer sales may surpass the sales of Toyota dealers, specifically PT Agung Automall in Soekarno Hatta, Pekanbaru, in 2019.

Due to intense competition, PT Agung Automall in Soekarno Hatta, Pekanbaru is compelled to enhance employee performance (Nasution et al., 2022; Tohan et al., 2022). Employee performance is closely associated with commitment, organizational culture, motivation, leadership style (Hafni et al., 2022), and job satisfaction (Andi et al., 2022). Given the urgency of analyzing employee performance at PT Agung Automall, the researchers undertook data collection through a survey using small-scale questionnaires for a preliminary assessment (pilot test). Subsequently, a comprehensive survey will be conducted with all employees of PT Agung Automall in Soekarno Hatta, Pekanbaru to obtain a precise and accurate analysis. With the analysis obtained, the researcher hopes to get the right determinant model where PT. Agung Automall in Soekarno Hatta Pekanbaru can improve employee performance so as to increase the company's annual achievement.

## LITERATURE REVIEW

### Commitment

Employee commitment (Abasilim et al., 2019; Putra & Renaldo, 2020; Renaldo et al., 2022) in a company is the most discussed topic at this time, because employee commitment is a determining factor (Huan, et al., 2017). With the commitment automatically, employees will be more loyal to carry out the mandate and tasks assigned by the company and of course this will greatly assist the company in improving performance and achievement. With the commitment within employees, the tendency of employees not only to seek success for themselves individually, but employees are more likely to focus on achieving and targeting the success of the company (Brzezinski and Bak, 2015). With commitment, employees will become more concerned with one another. With commitment, co-workers will help each other by paying attention to the needs of one another in completing tasks and work as employees (Irefin and Mechanic, 2014).

### Organizational Culture

Organizational culture (Joseph & Kibera, 2019) is a factor that influences employee behavior or character (Isa, et al., 2016). With a good organizational culture, automatically the behavior and character of employees will be more qualified. With quality behavior and character, creativity and productivity will automatically be increased. Organizational culture is a factor that strengthens good relations between fellow employees, because with the existence of an organizational culture employees will feel part of the company, this greatly determines the resilience of a company's performance (Gochhayat et al., 2017). With a good organizational culture, employees will automatically get a deep understanding of the company's vision, mission and goals. Based on the conclusions

above, it can be said that with a good organizational culture, it will automatically help the company in building, maintaining and improving company performance (Shahzad et al., 2012).

### Motivation

Motivation (Isik et al., 2018) is an impulse that causes employees to work more enthusiastically in achieving the targets set by the company. In motivation theory, employees tend to work extra in achieving better achievements (Nabi et al. 2017). Motivation brings a challenge for employees in having better achievements than before, even motivation makes employees have competitive competitiveness in improving employee performance in having better achievements than their colleagues. In other words, by having work motivation, employees will have challenges to work better, even employees will challenge themselves in the form of targets that must be achieved within a certain time and employees have their own satisfaction (Gusriani et al., 2022; Istiana et al., 2022; Sirait et al., 2022; Sukmawaty et al., 2021; Wardana et al., 2022) when employees get the achievements they have set previously (Paul and Vincent, 2018). Motivation is a determining factor for the quality of a company's performance, because every employee will compete by working harder in achieving better work targets (Bao and Nizam, 2015).

### Leadership Style

Leadership style (Abasilim et al., 2019) is a factor that influences job satisfaction and employee career success. Leadership style is a leadership pattern used by leaders in influencing employee performance (Memon, 2014). The leadership style of a leader affects job satisfaction and employee performance. A good leadership style will produce good performance as well. Leadership style is the character of a leader which is a hallmark of leadership (Basit et al., 2017). Leadership style is everything that leaders do and how they do it. Leadership style greatly influences the work culture of a company. It can be said that the more quality the leadership style applied by the company's leadership will create an effective work pattern and of course produce quality performance as well (Jangga et al., 2015).

### Job Satisfaction

Job satisfaction (Heimerl et al., 2020) is a person's emotional state in doing his job. Job satisfaction is something that is created from the emotions felt by employees towards their work and company (Raziq and Maulabakhsh, 2015). Job satisfaction is determined from the situation and working conditions in the company. A good work situation is created from good communication and relationships between fellow employees (Patricia, 2015). Job satisfaction is a reflection of the working conditions of employees, the better the working conditions of employees, the better job satisfaction will be created in the company's work environment (Ouedraogo and Leclerc, 2013).

### Performance

Performance (Joseph & Kibera, 2019) is an employee's work performance where work performance is created from commitment, organizational culture, motivation, leadership style and job satisfaction (Habba et al., 2017). Performance will increase with the support of employee loyalty (Murali et al., 2017). Performance is determined from the work culture that is created in the employee's work environment, where the culture will determine where the company is going. A good work culture can improve performance, and vice versa a bad work culture can reduce company performance (Pravamayee, 2014). Performance will also increase or decrease due to work motivation created in the work environment. Performance is the result created from motivation, hard work and work consistency provided by employees (Dobre, 2013). Performance is the result of a quality leadership style, with a good relationship between leaders and employees, performance will increase. It can be said that performance is determined from the quality of the relationship between leaders and subordinates (Khajeh, 2018). Performance is work performance created from employee job satisfaction. The higher the quality of job satisfaction, the higher the quality of the company's performance (Abuhashesh, 2019).

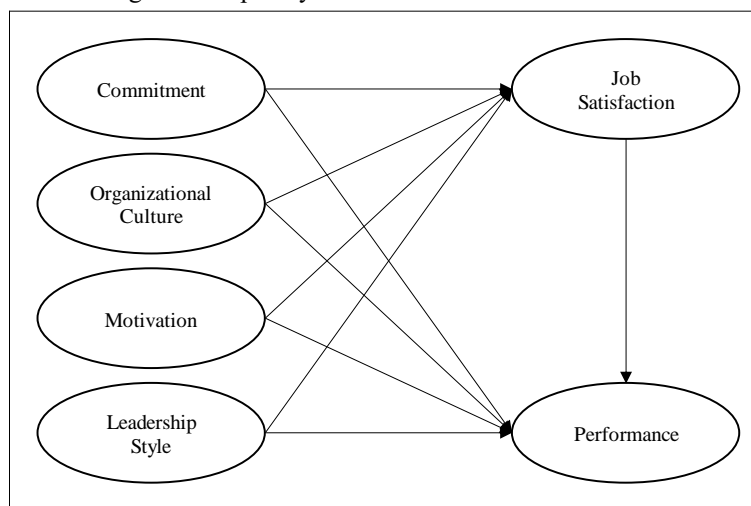
### Previous Research

Title	Researcher(s)	Result	Sameness	Difference
Impact of Job Satisfaction on Organizational Commitment in IT Sector Employees of Pakistan	1. Faisal Tehseen Shah 2. Fahmeed Idrees 3. Abeer Imam 4. Tahir Aziz Khan 5. Aiza Mariyam	Commitment has a positive and significant effect on job satisfaction of IT sector employees in Pakistan (Shah et al., 2014).	Commitment has a positive and significant effect on employee job satisfaction	

Title	Researcher(s)	Result	Sameness	Difference
Organizational Commitment Components and Job Performance: Mediating Role of Job Satisfaction	M. Sait Dinc	The results of the study show that commitment has an important role in employee performance in the furniture manufacturing industry (Dinc, 2017).	Commitment has a positive and significant effect on employee performance	
Impact of Organizational Culture on Job Satisfaction: A Study on Banglalion Communication Ltd, Bangladesh	1. Maruf Ahamed 2. Rezwan Mahmood	The results of the study show that organizational culture has a very large impact on employee job satisfaction at Banglalion Communication Ltd, Bangladesh (Ahamed and Mahmood, 2015).	Organizational culture has a positive and significant effect on employee job satisfaction	
The Impact of Organizational Culture on Job Performance: a Study of Saudi Arabian Public Sector Work Culture	1. Ghazi Ben Saad 2. Muzaffar Abbas	With an organizational culture of mutual trust, teamwork, shared value system and respect Prince Sattam Bin Abdulaziz University is ranked in the top 10 Universities in Saudi Arabia in terms of academic and research performance (Saad and Abbas, 2018).	Organizational culture has a positive and significant effect on employee performance	
The Impact of Motivation on Job Satisfaction in a Quantity Surveying Consultant Firm	1. Siti Nur Aishah Mohd Noor 2. Nadzirah Zainordin	The results of this study are the researchers found negative results. Where motivation is considered not important in increasing job satisfaction. Negative results are obtained from the analysis of the number of small-scale and large-scale employees (Noor and Zainordin, 2018).		Motivation has a positive and significant effect on employee job satisfaction
The Influence of Motivation on Job Performance: A Case Study at Universiti Teknologi Malaysia	1. Sara Ghaffari 2. Ishak Mad Shah 3. John Burgoyne 4. Mohammad Nazri 5. Jalal Rezk Salleh	With the right motivation and right on target, performance can be improved. To provide work motivation for employees, companies need to understand the characteristics and needs of employees from time to time, so that motivation can continue to be improved (Ghaffari et al., 2017).	Motivation has a positive and significant effect on employee performance	
The Influence of Leadership Style on Job Satisfaction among Nurses	1. Abd Rahman Ahmad 2. Mohd Nazir Mohd Adi 3. Haris Md. Noor 4. Abdul Ghafar Abdul Rahman 5. Tan Yushuang	Transformational and transactional leadership styles have a significant effect on nurse job satisfaction (Ahmad et al., 2013).	Leadership style has a significant effect on employee job satisfaction	

Title	Researcher(s)	Result	Sameness	Difference
Impact of Leadership Style on Employee Performance (a Case Study on a Private Organization in Malaysia)	1.Abdul Basit 2.Veronica 3.Zubair Hassan	The results show that democratic leadership style has a positive and significant impact on employee performance (Basit et al., 2017).	Leadership style has a significant effect on employee performance	
The Impact of Employee Job Satisfaction Toward Organizational Performance: a Study of Private Sector Employees in Kuching, East Malaysia.	Md Murad Miah	Although there are still many limitations from this research, researchers can still conclude that job satisfaction has a significant effect on employee performance.	Job satisfaction has a significant effect on employee performance	

The framework of thought developed by the researcher is as follows:



**Figure 2. Research Framework**

The hypothesis in this study is used to predict the interim results before the results of the following research are known.

- H1: There is a significant effect of commitment to job satisfaction of employees of PT. Agung Automall at Soekarno Hatta Pekanbaru.
- H2: There is a significant influence of organizational culture on job satisfaction of employees of PT. Agung Automall at Soekarno Hatta Pekanbaru.
- H3: There is a significant influence of motivation on job satisfaction of employees of PT. Agung Automall at Soekarno Hatta Pekanbaru.
- H4: There is a significant influence of leadership style on job satisfaction of employees of PT. Agung Automall at Soekarno Hatta Pekanbaru.
- H5: There is a significant effect of commitment on the performance of employees of PT. Agung Automall at Soekarno Hatta Pekanbaru.
- H6: There is a significant influence of organizational culture on the performance of employees of PT. Agung Automall at Soekarno Hatta Pekanbaru.
- H7: There is a significant influence of motivation on the performance of employees of PT. Agung Automall at Soekarno Hatta Pekanbaru.
- H8: There is a significant influence of leadership style on the performance of employees of PT. Agung Automall at Soekarno Hatta Pekanbaru.

H9: There is a significant effect of job satisfaction on the performance of employees of PT. Agung Automall at Soekarno Hatta Pekanbaru.

## METHODOLOGY

The study is conducted at PT Agung Automall located in Soekarno Hatta, Pekanbaru. The population of interest for this research comprises all the employees working at PT Agung Automall in Soekarno Hatta, Pekanbaru. The techniques used in data collection efforts for this research are as follows: Interview, as a direct communication technique to obtain the necessary data and is addressed to all parties related to the problem under study. Questionnaire, a research tool in the form of a list of questions to obtain the information needed from respondents on the services provided by the company and the influence of variables on customer satisfaction. Observation, is used to obtain a picture or phenomenon that occurs in respondents related to the problem being studied. The instrument used in this research is a questionnaire in the form of a list of questions to ask for responses from respondents to the variables studied. Preliminary test is done by using the difference test, namely ANOVA. Validity pertains to the extent to which the measurement aligns with the intended conceptualization of a construct. It assesses how well the researcher's understanding of a concept corresponds to the actual reality being measured. In simpler terms, validity examines the degree to which the constructs employed in research accurately represent the social reality under investigation. On the other hand, reliability testing aims to evaluate the consistency of research constructs or indicators (variables). It determines whether a questionnaire yields consistent and stable responses from individuals over time. To assess the reliability of the questionnaire used, a reliability analysis was conducted using the Cronbach's alpha coefficient.

Prior to obtaining the goodness-of-fit results from the analysis, it is crucial to examine the assumptions that underlie the validity of the employed model. The assumptions in Structural Equation Modeling (SEM) can be categorized into two parts: assumptions related to the model itself and assumptions related to parameter presuppositions and hypothesis testing. SEM model testing involves evaluating the overall model, which encompasses both the integrated structural model and measurement model. A model can be considered good (fitting) if the empirical data supports the conceptual and theoretical model. The final step in the assumption testing of SEM involves measuring each construct to assess their unidimensionality and reliability. Assessing the measurement model involves utilizing composite reliability and variance extracted measures for each construct. Reliability indicates the internal consistency of a construct, with high reliability indicating that all individual indicators are consistent in their measurements. Validity, on the other hand, gauges the extent to which indicators accurately measure their intended constructs. Subsequently, the data is processed using SPSS 19 and Amos 21 for further analysis.

## CONCLUSION

The analysis findings demonstrate that the research model can be effectively utilized for a case study involving PT Agung Automall located in Soekarno Hatta, Pekanbaru city. The variables being measured are well-defined, and the methodology employed follows established practices commonly seen in academic research.

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