

# **The Influence of Achievement Motivation and Organizational Culture and Personality on Job Satisfaction and Performance of The Small and Medium Enterprise Cooperative Office Employees of East Kutai Regency**

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**ABSTRACT:** *This study aims to prove the effect of achievement motivation and organizational culture and personality on job satisfaction and employee performance. In this study involved 60 employees of the Small and Medium Enterprises Cooperatives Office of East Kutai Regency. The data analysis used by the author is the Structural Equation Model (SEM). Hypothesis testing is done by multivariate analysis which is run through the SmartPLS program. The results showed that: Achievement motivation has a significant positive effect on job satisfaction. Organizational culture has a significant positive effect on job satisfaction. Personality has no significant negative effect on job satisfaction. Achievement motivation has no significant positive effect on employee performance. Organizational culture has no significant negative effect on employee performance. Personality has a significant positive effect on employee performance. Job satisfaction has a positive and insignificant effect on the performance of the Small and Medium Enterprise Cooperative Service Employees in the East Kutai Regency. Job satisfaction has not been able to become a mediating variable for the influence of achievement motivation, organizational culture and personality on performance through job satisfaction.*

**KEY WORD:** *Achievement Motivation, Organizational Culture, Personality, Job Satisfaction, Employee Performance*

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## **I. INTRODUCTION**

The object to be studied and the influence of factors that can support increased job satisfaction and performance of employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency are examined further Employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency currently number 60 employees in the Cooperative Office, Small and Medium Enterprises of East Kutai Regency. In their journey, the employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency have made various kinds of achievements. Job satisfaction and employee performance can be influenced by motivation, organizational culture, and personality.

Based on the researchers' observations, there are still employees who are not responsible for the work given and many employees who are still unable to consider the risks of the job decisions to be carried out so that employees feel dissatisfied with their work. Based on the observations of researchers, phenomena in the field are that there are still employees who feel they have not been able to do the work given to them for reasons of competence that are not in accordance with the work, this has become a culture in the agency making other employees feel unsure of their own abilities which will directly impact on satisfaction at work. Based on the researchers' observations, the phenomenon in the field is that the employee's personality is still not careful in carrying out his work, this will have an impact on employee job satisfaction where the problem arises from the employee's personality itself. Based on the researchers' observations, it can be seen that the phenomenon in the field is that employee achievement motivation in terms of perception of feedback on work is not a motivation for employees to complete work for the better, there are still employees who feel that mistakes in work are a bad thing not a thing that can be used as employee motivation to improve his work where mistakes are used as evaluation material to increase motivation.

Based on the researchers' observations, there is still a lack of culture that work is the main thing that must be done and the attitude of employees to work optimally is better used as an organizational culture that is still not able to be accommodated in agencies so that it has an impact on employee performance. Based on the observations of researchers, it can be seen that phenomena in the field are that there are still employees who are emotional in responding to work, especially work that is considered difficult, plus experienced employees do not transfer experience to other employees who have problems, this makes work hampered and cannot be carried

out optimally. . Based on the researchers' observations, the phenomenon in the field is that employee satisfaction in terms of their relationship with superiors is still not optimal because there is still a discrepancy with employee perceptions. In addition, based on the observations of researchers, there are still those who are dissatisfied with the incentives obtained, which makes employees unable to perform optimally.

## **II. LITERATURE REVIEW**

### **Achievement motivation on job satisfaction**

The influence of achievement motivation on job satisfaction in this study is supported by several previous studies as empirical gaps, some of these studies are studies conducted by Saputra (2015), Farid et al. (2016), Priyono et al. (2016), Pham et al. (2021), Sulaiman et al. (2022), Ali & Anwar (2021), Kumari et al. (2021). The results of the empirical study state that there is an influence of achievement motivation on job satisfaction, so it can be stated that this research is built on the basis of this empirical study.

H1: Achievement motivation has a positive and significant effect on job satisfaction of Employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency

### **Organizational culture on job satisfaction**

The influence of organizational culture on job satisfaction in this study is supported by several previous studies as empirical gaps, some of these studies are studies conducted by Rad & Ya'gobi (2015), Pribadi & Herlena (2016), Priyono et al. (2016), Pham et al. (2021), Bagis et al. (2021). The results of the empirical study state that there is an influence of organizational culture on job satisfaction, so it can be stated that this research is built on the basis of this empirical study.

H2: Organizational culture has a positive and significant effect on job satisfaction of employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency

### **Personality on job satisfaction**

The influence of personality on job satisfaction in this study is supported by several previous studies as empirical gaps, some of these studies are studies conducted by Abid et al. (2021), Puta & Lubis (2021), Awan et al. (2022), Alvi et al. (2022). The results of the empirical study state that there is an influence of personality on job satisfaction, so it can be stated that this research is built on the basis of this empirical study.

H3: Personality has a positive and significant effect on job satisfaction of employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency

### **Achievement motivation on employee performance**

The effect of achievement motivation on employee performance in this study is supported by several previous studies as an empirical gap, some of the research is research conducted by Farid et al. (2016), Mugianto et al. (2016), Syamsuri (2017), Gultom (2017), Kalogiannidis (2021), Wahyudi (2022), Aliyyah et al. (2021). The results of this empirical study state that there is an influence of achievement motivation on employee performance, so it can be stated that this research was built based on this empirical study.

H4: Achievement motivation has a positive and significant effect on the performance of employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency

### **Organizational culture on employee performance**

The effect of organizational culture on employee performance in this study is supported by several previous studies as an empirical gap, some of the research is research conducted by Wardani et al. (2016), Syamsuri (2017), Diana et al. (2020), Jufrizen et al. (2021), Astuti & Soliha (2021), Virgiawan et al. (2021). The results of the empirical study state that there is an influence of organizational culture on employee performance, so it can be stated that this research was built based on this empirical study.

H5: Organizational culture has a positive and significant effect on the performance of employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency

### **Personality on employee performance**

The influence of personality on employee performance in this study is supported by several previous studies as empirical gaps, some of these studies are studies conducted by Bharata (2016), Supratman et al. (2021), Ghulam (2022), Sari et al. (2021), Riyanto et al. (2021). The results of the empirical study state that there is an influence of personality on employee performance, so it can be stated that this research is built on the basis of this empirical study.

H6: Personality has a positive and significant effect on the performance of employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency

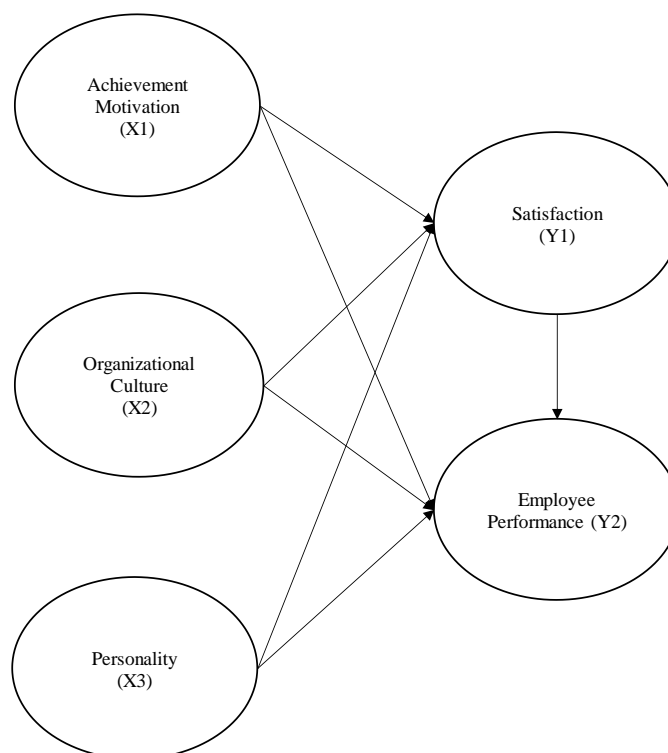
### **Job satisfaction on employee performance**

The effect of job satisfaction on employee performance in this study is supported by several previous studies as empirical gaps, some of these studies are studies conducted by Mugianto et al. (2016), Bharata (2016), Gultom (2017), Purwanto et al. (2022), Katebi et al. (2022), Hajjali et al. (2022). The results of the empirical study state that there is an effect of job satisfaction on employee performance, so it can be stated that this research is built on the basis of this empirical study.

H7: Job satisfaction has a positive and significant effect on the performance of employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency

Based on the formulation of hypotheses, the research model proposed by the authors is as shown in Figure 1.

**Figure 1: Conceptual Framework**



*Source: Result of author's analysis, 2022*

### **III. RESEARCH METHODOLOGY**

The data in this study were obtained through a questionnaire in this study, The population in this study were employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency, totaling 60 employees. The sample for this study used a census technique or population research where the entire population was sampled, so the sample in this study was 60 employees of the Office of Cooperatives, Small and Medium Enterprises, East Kutai Regency. The responses were sought using Likert's five-point scale. The relationship between variables in this study was analyzed using the Partial Least Square Structural Equation Modeling method (PLS-SEM). PLS-SEM is more suitable for identification of fewer problems, can use a much smaller and much larger sample, and is easier to construct formative and reflective constructs.

### **IV. RESULT AND DISCUSSION**

#### **Data Analysis**

The first-stage model evaluation focuses on the measurement model. Examination of the PLS-SEM estimation for the measurement model allows the researcher to evaluate 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 tests of 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 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

composite reliability. Indicator reliability on PLS-SEM is measured from the outer loading value which shows the correlation between the indicator and its construct. Convergent validity in constructs can be measured using AVE. Discriminant validity can be measured from cross loading or the loading value of other constructs is a comparison to the value of the outer loading indicator associated with a construct where the required loading indicator value must be more than the cross loading value.

**Table 1: Evaluation of Measurement Model**

Indicators and Variables	Loadings	Composite Reliability	AVE	Cross Loading
X1.1 <- Achievement Motivation (X1)	0.888	0.941	0.729	Yes
X1.2 <- Achievement Motivation (X1)	0.858			
X1.3 <- Achievement Motivation (X1)	0.883			
X1.4 <- Achievement Motivation (X1)	0.861			
X1.5 <- Achievement Motivation (X1)	0.857			
X1.6 <- Achievement Motivation (X1)	0.769			
X2.1 <- Organizational Culture (X2)	0.741	0.896	0.684	Yes
X2.2 <- Organizational Culture (X2)	0.865			
X2.3 <- Organizational Culture (X2)	0.824			
X2.4 <- Organizational Culture (X2)	0.872			
X3.1 <- Personality (X3)	0.766	0.849	0.587	Yes
X3.2 <- Personality (X3)	0.805			
X3.3 <- Personality (X3)	0.851			
X3.4 <- Personality (X3)	0.623			
Y1.1 <- Job Satisfaction (Y1)	0.839	0.959	0.826	Yes
Y1.2 <- Job Satisfaction (Y1)	0.939			
Y1.3 <- Job Satisfaction (Y1)	0.936			
Y1.4 <- Job Satisfaction (Y1)	0.936			
Y1.5 <- Job Satisfaction (Y1)	0.889			
Y2.1 <- Employee Performance (Y2)	0.714	0.819	0.531	Yes
Y2.2 <- Employee Performance (Y2)	0.625			
Y2.3 <- Employee Performance (Y2)	0.662			
Y2.4 <- Employee Performance (Y2)	0.664			
Y2.5 <- Employee Performance (Y2)	0.627			
Y2.6 <- Employee Performance (Y2)	0.642			

Source: Calculated using SmartPLS, 2022

**Hypothesis Test**

After ensuring that the measurement model of the construct 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 resampling 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 more than the t-table value for the two-tailed test, namely 1,96. The results of bootstrapping procedur as shown in Table 2.

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

1. Achievement motivation has a significant positive effect on job satisfaction of the Office of Cooperatives of Small and Medium Enterprises of East Kutai Regency. The results of this study mean that every increase in achievement motivation has been able to increase employee job satisfaction with a significant or real increase. This is evidenced by a coefficient value of 0.383 (positive) and a t-statistic of  $0.2.660 > 1.96$  and a p-value of  $0.008 < 0.05$  (significant).
2. Organizational culture has a significant positive effect on job satisfaction of the Office of Cooperatives for Small and Medium Enterprises of East Kutai Regency. The results of this study mean that every

increase in organizational culture will increase employee job satisfaction with a significant or real increase. This is evidenced by a coefficient value of 0.538 (positive) and a t-statistic of 3.090 > 1.96 and a p-value of 0.002 < 0.05 (significant).

3. Personality has no significant negative effect on job satisfaction of the Office of Small and Medium Enterprises Cooperative Office of East Kutai Regency. The results of this study mean that any increase in personality will reduce employee job satisfaction with a decrease that is not significant or not real. This is evidenced by the coefficient value of -0.007 (negative) and the t-statistic of 0.052 < 1.96 and the p-value of 0.859 > 0.05 (not significant).
4. Achievement motivation has no significant positive effect on the performance of the Office of Cooperative Small and Medium Enterprises Office of East Kutai Regency. The results of this study mean that any increase in achievement motivation has been able to improve employee performance with an insignificant or insignificant increase. This is evidenced by the coefficient value of 0.081 (positive) and the t-statistic of 0.185 < 1.96 and the p-value of 0.853 > 0.05 (not significant).
5. Organizational culture has no significant negative effect on the performance of the Office of Cooperative Small and Medium Enterprises Office of East Kutai Regency. The results of this study mean that any increase in organizational culture will reduce employee performance with a decrease that is not significant or not real. This is evidenced by the coefficient value of -0.230 (negative) and the t-statistic of 0.607 < 1.96 and the p-value of 0.544 > 0.05 (not significant).
6. Personality has a significant positive effect on the performance of the Office of Small and Medium Enterprises Cooperative Office of East Kutai Regency. The results of this study mean that each personality enhancement has been able to improve employee performance with a significant or real increase. This is evidenced by the coefficient value of 0.728 (positive) and the t-statistic of 2.366 > 1.96 and the p-values of 0.018 < 0.05 (significant).
7. Job satisfaction has no significant positive effect on the performance of the Office of Cooperative Small and Medium Enterprises Office of East Kutai Regency. The results of this study mean that any increase in job satisfaction has been able to improve employee performance with the increase not being significant or not real. This is evidenced by a coefficient value of 0.010 (positive) and a t-statistic of 0.027 < 1.96 and a p-value of 0.978 > 0.05 (not significant).
8. Achievement motivation has no significant positive effect on employee performance through job satisfaction at the Small and Medium Enterprises Cooperative Office of East Kutai Regency. The results of this study mean that any increase in achievement motivation has been able to improve employee performance through job satisfaction with no significant or significant increase. This is evidenced by a coefficient value of 0.004 (positive) and a t-statistic of 0.028 < 1.96 and a p-value of 0.978 > 0.05 (not significant). Based on the results of this study job satisfaction cannot be a mediating variable because it has an insignificant significance level.
9. Organizational culture has no significant positive effect on employee performance through job satisfaction at the Small and Medium Enterprises Cooperative Office of East Kutai Regency. The results of this study mean that any increase in organizational culture will increase employee performance through job satisfaction with no significant or insignificant increase. This is evidenced by the coefficient value of 0.005 (positive) and the t-statistic of 0.029 < 1.96 and the p-value of 0.977 > 0.05 (not significant). Based on the results of this study job satisfaction cannot be a mediating variable because it has an insignificant significance level.
10. Personality has a negative and insignificant effect on employee performance through job satisfaction at the Small and Medium Enterprises Cooperative Office of East Kutai Regency. The results of this study mean that any personality enhancement is not able to improve employee performance, the increase is not significant or not real. This is evidenced by the coefficient value of -0.000 (negative) and the t-statistic of 0.001 < 1.96 and the p-value of 0.978 > 0.05 (not significant). Based on the results of this study job satisfaction cannot be a mediating variable because it has an insignificant significance level.

**Table 2.**  
**Bootstrapping Results**

Dirrect Effect				
The Value of Influence Between Variables	Original Sample	T Statistics	P Values	Information
Motivation to excel towards job satisfaction	0,383	2,660	0,008	Positive and Significant
Organizational culture towards job satisfaction	0,538	3,090	0,002	Positive and Significant
Personality towards job satisfaction	-0,007	0,052	0,959	Negative and Insignificant
Motivation to excel in	0,081	0,185	0,853	Positive and Insignificant



employeeperformance				
Organizational culture towards Employeeperformance	-0,230	0,607	0,544	Negative and Insignificant
Personality towards Employee performance	0,728	2,366	0,018	Positive and Significant
Worksatisfaction with employeeperformance	0,010	0,027	0,978	Positive and Insignificant
<b>Indirrect Effect</b>				
The Value of Influence Between Variables	Original Sample	T Statistics	P Values	Information
Motivation to excel in employeeperformance through job satisfaction	0,004	0,028	0,978	Positive and Insignificant
Organizational culture towards employeeperformance through job satisfaction	0,005	0,001	0,977	Positive and Insignificant
Personality towards employeeperformance through job satisfaction	-0,000	0,029	0,999	Negative and Insignificant

Source: Calculated using SmartPLS, 2022

### Discussion

Achievement motivation has a significant positive effect on job satisfaction of the Office of Small and Medium Enterprises Cooperative Office of East Kutai Regency. The results of this study mean that every increase in achievement motivation has been able to increase employee job satisfaction with a significant or real increase.

Based on the results of research with employees of the Office of Cooperatives of Small and Medium Enterprises of East Kutai Regency, respondents considered that the achievement motivation that they carried out and continued to develop was able to have an impact on their satisfaction at work, the higher the achievement motivation, the higher their satisfaction with their work and the institution. Employees' desire to excel cannot be generated directly, but it requires a mindset and behavior pattern that is consistently applied by employees so that employees will feel the results of their hard work by maintaining mindsets and behavior patterns so that employees feel they have achieved the job satisfaction they want. .

Achievement motivation as measured by the Responsibility indicator; Employees who have high achievement motivation will feel themselves responsible for the tasks they are doing and will try until they are successful in completing them. Consider the risk of selecting tasks; Employees who have high achievement motivation will first consider the risks they will face before starting a job and tend to prefer problems that have a moderate level of difficulty, are challenging but possible to solve. Pay attention to feedback; Employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency who have high achievement motivation really like feedback on the work they have done because they consider this feedback very useful as an improvement for their future work results. Creative and innovative; Employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency who have high achievement motivation will look for new ways to complete tasks as effectively and efficiently as possible. Task completion time; Employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency who have high achievement motivation will try to complete assignments in a short time and do not like to waste time. The desire to be the best; Employees of the Office of Cooperatives, Small and Medium Enterprises of the East Kutai Regency who have high achievement motivation always show the best possible work results with the aim of achieving the best predicate and their future-oriented behavior has been able to increase job satisfaction as measured by the indicator of the work itself (Work). Itself). Employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency are satisfied with their current job. Promotion (Promotion). Employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency are satisfied with the promotions that are in the workplace at the moment. Workmates (Workers). Employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency are satisfied working with other employees, both the same and different types of work. Superior. Employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency are satisfied working with their current superiors. Incentive (Pay). Employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency are satisfied with the real incentives provided.

The influence of achievement motivation on job satisfaction in this study is supported by several previous studies as empirical gaps, some of these studies are studies conducted by Saputra (2015), Farid et al. (2016), Priyono et al. (2016), Pham et al. (2021), Sulaiman et al. (2022), states that achievement motivation has a significant effect on job satisfaction, in contrast to research conducted by Ali & Anwar (2021), Kumari et al.

(2021) states that achievement motivation has no significant effect on job satisfaction. The results of the empirical study state that there is a significant and insignificant influence of achievement motivation on job satisfaction, so it can be stated that this research is built on the basis of this empirical study.

Organizational culture has a significant positive effect on job satisfaction of the Office of Cooperatives for Small and Medium Enterprises of East Kutai Regency. The results of this study mean that every increase in organizational culture will increase employee job satisfaction with a significant or real increase.

Based on the results of research with employees of the Office of Small and Medium Enterprises Cooperatives of East Kutai Regency as respondents considered that with a conducive organizational culture that was created by himself together with all parts of the organization will be able to create job satisfaction, this organizational culture must be implemented to creating optimal job satisfaction in accordance with the results of the study is employee confidence in his ability to complete work employee awareness that work is the most important thing and must be carried out optimally, achieving the organizational culture required by agencies does not appear briefly but results of mutual agreement with other employees and superiors to create a conducive culture so that it can directly increase job satisfaction.

Organizational Culture as measured by the ability to complete work indicators; Employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency have the ability to complete work that is very helpful for employees at work. Nature; Employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency have the characteristic of being aware that work is the main thing. Attitude; Employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency have the attitude to continue to work optimally according to the needs of the agency. Interest; Employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency have compatibility with work in the form of the interest that employees have with the work they are currently running which has been able to increase job satisfaction as measured by the indicator of the work itself (Work Itself). Employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency are satisfied with their current job. Promotion (Promotion). Employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency are satisfied with the promotions that are in the workplace at the moment. Workmates (Workers). Employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency are satisfied working with other employees, both the same and different types of work. Superior. Employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency are satisfied working with their current superiors. Incentive (Pay). Employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency are satisfied with the real incentives provided.

The influence of organizational culture on job satisfaction in this study is supported by several previous studies as empirical gaps, some of these studies are studies conducted by Rad & Ya'gobi (2015), Pribadi & Herlena (2016), Priyono et al. (2016), Pham et al. (2021), states that organizational culture has a significant effect on job satisfaction, in contrast to the research conducted by Bagis et al. (2021) stated that organizational culture has no significant effect on job satisfaction. The results of the empirical study state that there is a significant and insignificant influence of organizational culture on job satisfaction, so it can be stated that this research is built on the basis of this empirical study.

Personality has no significant negative effect on job satisfaction of the Office of Cooperatives for Small and Medium Enterprises of East Kutai Regency. The results of this study mean that any increase in personality will reduce employee job satisfaction with a decrease that is not significant or not real.

Based on the results of research with employees of the Office of Small and Medium Enterprises Cooperatives of East Kutai Regency, respondents considered that their personality could not affect their satisfaction at work, the personality of employees still did not apply caution in carrying out their work, this would have an impact on employee job satisfaction. whose problems arise from the personality of the employee himself, should be able to create an attitude of always being careful in making decisions so that in the future you will not feel dissatisfied with what has been achieved by always putting aside elements of being careless at work.

Personality as measured by the cautious trait indicator. Employees always apply caution in carrying out their work. emotional stability. Employees have stable emotions in carrying out work. Openness with experience. Employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency always share their experiences in their work with colleagues. Friendliness. Employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency have friendly personalities who have not been able to increase job satisfaction as measured by the Work Itself indicator. Employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency are satisfied with their current job. Promotion (Promotion). Employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency are satisfied with the promotions that are in the workplace at the moment. Workmates (Workers). Employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency are satisfied working with other employees, both the same and different types of work. Superior. Employees of the Office of

Cooperatives, Small and Medium Enterprises of East Kutai Regency are satisfied working with their current superiors. Incentive (Pay). Employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency are satisfied with the real incentives provided.

The influence of personality on job satisfaction in this study is supported by several previous studies as empirical gaps, some of these studies are studies conducted by Abid et al. (2021), Puta & Lubis (2021), Awan et al. (2022), states that personality has a significant effect on job satisfaction, in contrast to the research conducted by Alvi et al. (2022) stated that personality has no significant effect on job satisfaction. The results of the empirical study state that there is a significant and insignificant influence of personality on job satisfaction, so it can be stated that this research is built based on this empirical study.

Achievement motivation has no significant positive effect on the performance of the Office of Cooperative Small and Medium Enterprises Office of East Kutai Regency. The results of this study mean that any increase in achievement motivation has been able to improve employee performance with an insignificant or insignificant increase.

The level of significance of achievement motivation on employee performance is not significant, this is due to the perception of feedback on work not being a motivation for employees to complete work for the better, there are still employees who feel that mistakes in work are a bad thing not a thing that can be used as employee motivation to improve his work where mistakes are used as evaluation material to increase motivation in achievement so as to improve employee performance.

Achievement motivation as measured by the Responsibility indicator; Employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency who have high achievement motivation will feel themselves responsible for the tasks they are doing and will try until they are successful in completing them. Consider the risk of selecting tasks; Employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency who have high achievement motivation will first consider the risks they will face before starting a job and tend to prefer problems that have a moderate level of difficulty, are challenging but possible to solve. Pay attention to feedback; Employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency who have high achievement motivation really like feedback on the work they have done because they consider this feedback very useful as an improvement for their future work results. Creative and innovative; Employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency who have high achievement motivation will look for new ways to complete tasks as effectively and efficiently as possible. Task completion time; Employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency who have high achievement motivation will try to complete assignments in a short time and do not like to waste time. The desire to be the best; Employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency who have high achievement motivation always show the best work possible with the aim of achieving the best predicate and their future-oriented behavior has not been able to improve performance as measured by the quantity of work results; The results of the work of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency are in accordance with the set quantity targets. quality of work; The results of the work of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency are in accordance with the quality targets set. Job knowledge; Employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency have sufficient knowledge about the main job. Working with a team; Employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency feel comfortable working as a team in carrying out their work. Initiative; Employees have initiative in the form of creativity in solving problems that arise in work. mental prowess; Employees have mental skills in the form of being responsible for work. Service to agencies; Employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency are determined to provide the best service to the agency in a real way.

The effect of achievement motivation on employee performance in this study is supported by several previous studies as an empirical gap, some of the research is research conducted by Farid et al. (2016), Mugianto et al. (2016), Syamsuri (2017), Gultom (2017), Kalogiannidis (2021), stated that achievement motivation has a significant effect on employee performance, in contrast to research conducted by Wahyudi (2022), Aliyyah et al. (2021) states that achievement motivation has no significant effect on employee performance. The results of the empirical study state that there is a significant and insignificant influence of achievement motivation on employee performance.

Organizational culture has no significant negative effect on the performance of the Office of Small and Medium Enterprises Cooperative Office of East Kutai Regency. The results of this study mean that any increase in organizational culture will reduce employee performance with a decrease that is not significant or not real.

Based on the results of research with employees of the Office of Cooperatives of Small and Medium Enterprises of East Kutai Regency, respondents considered that there was still a lack of organizational culture with employees' perceptions of work being the main thing that had to be done and the attitude of employees to work optimally was better made into an organizational culture that was still not able to be accommodated in



institutions so that it has an impact on the performance of employees of the Office of Small and Medium Enterprises Cooperatives of East Kutai Regency.

Organizational Culture as measured by the ability to complete work indicators; Employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency have the ability to complete work that is very helpful for employees at work. Nature; Employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency have the characteristic of being aware that work is the main thing. Attitude; Employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency have the attitude to continue to work optimally according to the needs of the agency. Interest; Employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency have compatibility with work in the form of interests that employees have with the work they are currently carrying out and have not been able to improve performance as measured by the quantity of work output; The results of the work of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency are in accordance with the set quantity targets. quality of work; The results of the work of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency are in accordance with the quality targets set. Job knowledge; Employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency have sufficient knowledge about the main job. Working with a team; Employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency feel comfortable working as a team in carrying out their work. Initiative; Employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency have initiatives in the form of creativity in solving problems that arise at work. mental prowess; Employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency have the mental skills of being responsible for work. Service to agencies; Employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency are determined to provide the best service to the agency in a real way.

The effect of organizational culture on employee performance in this study is supported by several previous studies as an empirical gap, some of the research is research conducted by Wardani et al. (2016), Syamsuri (2017), Diana et al. (2020), Jufrizen et al. (2021), Astuti & Soliha (2021), stated that organizational culture has a significant effect on employee performance, in contrast to the research conducted by Virgiawan et al. (2021) states that states that organizational culture has no significant effect on employee performance. The results of the empirical study state that there is a significant and insignificant influence of organizational culture on employee performance, so it can be stated that this research was built based on this empirical study.

Personality has a significant positive effect on the performance of the Office of Small and Medium Enterprises Cooperative Office of East Kutai Regency. The results of this study mean that each personality enhancement has been able to improve employee performance with a significant or real increase.

Based on the results of research with employees of the Office of Small and Medium Enterprises Cooperatives of East Kutai Regency, respondents considered that a good personality would directly improve employee performance with optimal personality in mind, namely the nature of employees who are always careful in carrying out work, have stable emotions in carrying out pressure and have a friendly nature in sharing work experiences.

Personality as measured by the cautious trait indicator. Employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency always apply caution in carrying out their work. emotional stability. Employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency have stable emotions in carrying out their work. Openness with experience. Employees always share experiences in their work with colleagues. Friendliness. Employees who have friendly personalities have been able to improve performance as measured by the quantity of work results; The results of the work of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency are in accordance with the set quantity targets. quality of work; The results of the work of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency are in accordance with the quality targets set. Job knowledge; Employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency have sufficient knowledge about the main job. Working with a team; Employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency feel comfortable working as a team in carrying out their work. Initiative; Employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency have initiatives in the form of creativity in solving problems that arise at work. mental prowess; Employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency have the mental skills of being responsible for work. Service to agencies; Employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency are determined to provide the best service to the agency in a real way.

The influence of personality on employee performance in this study is supported by several previous studies as empirical gaps, some of these studies are studies conducted by Bharata (2016), Supratman et al. (2021), Ghulam (2022), Sari et al. (2021), states that personality has a significant effect on employee performance, in contrast to the research conducted by Riyanto et al. (2021) states that stating that personality has no significant effect on employee performance. The results of the empirical study state that there is a significant

and insignificant influence of personality on employee performance, so it can be stated that this research was built based on this empirical study.

Job satisfaction has no significant positive effect on the performance of the Office of Small and Medium Enterprises Cooperative Office of East Kutai Regency. The results of this study mean that any increase in job satisfaction has been able to improve employee performance with the increase not being significant or not real.

Based on the results of research with employees of the Office of Small and Medium Enterprises Cooperatives of East Kutai Regency, respondents considered that they were dissatisfied with what was currently being received in relation to the agency where they worked. perceptions of employees, besides that based on the observations of researchers there are still those who are dissatisfied with the incentives obtained so that it makes employees unable to perform

Job satisfaction as measured by the indicator of the work itself (Work Itself). Employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency are satisfied with their current job. Promotion (Promotion). Employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency are satisfied with the promotions that are in the workplace at the moment. Workmates (Workers). Employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency are satisfied working with other employees, both the same and different types of work. Superior. Employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency are satisfied working with their current superiors. Incentive (Pay). Employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency are satisfied with the incentives provided which have not been able to improve performance as measured by the quantity of work output; The results of the work of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency are in accordance with the set quantity targets. quality of work; The results of the work of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency are in accordance with the quality targets set. Job knowledge; Employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency have sufficient knowledge about the main job. Working with a team; Employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency feel comfortable working as a team in carrying out their work. Initiative; Employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency have initiatives in the form of creativity in solving problems that arise at work. mental prowess; Employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency have the mental skills of being responsible for work. Service to agencies; Employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency are determined to provide the best service to the agency in a real way.

The effect of job satisfaction on employee performance in this study is supported by several previous studies as an empirical gap, some of the research is research conducted by Mugianto et al. (2016), Bharata (2016), Gultom (2017), Purwanto et al. (2022), states that job satisfaction has a significant effect on employee performance, in contrast to the research conducted by Katebi et al. (2022), Hajiali et al. (2022) states that job satisfaction has no significant effect on employee performance. The results of the empirical study state that there is a significant and insignificant effect of job satisfaction on employee performance, so it can be stated that this research was built based on the empirical study.

Based on field phenomena, it can be seen that job satisfaction is needed in achieving good performance so that job satisfaction is used as a mediating variable, but based on research results job satisfaction has not been able to become a mediating variable for the influence of achievement motivation, organizational culture and personality on performance through job satisfaction because all research results which consists of achievement motivation on employee performance through job satisfaction, organizational culture on employee performance through job satisfaction, personality on employee performance through job satisfaction all show a significant level that is not significant so that job satisfaction cannot be used as a mediating variable.

Job satisfaction according to Davis & Newstorm (2019: 124) is the feelings of pleasure or displeasure by employees towards their work. Employee job satisfaction is influenced by employee motivation, organizational culture and employee personality affect the level of job satisfaction felt by employees in order to increase performance. The role of satisfaction as a mediating variable can be seen through dissatisfaction being the starting point for the emergence of problems in organizations and companies such as absenteeism, conflicts between superiors and employees, high absenteeism, strikes and employee turnover. From the employee side, dissatisfaction can cause decreased motivation, decreased work morale, and decreased work performance, creating an organizational culture that is not conducive and creating employee personalities that are not in accordance with the vision and mission of the institution both qualitatively and quantitatively. High job satisfaction will have a positive impact on employees such as the emergence of loyalty and discipline towards work and will improve the performance of these employees.

Job satisfaction is not able to be a mediating variable in the influence of achievement motivation, organizational culture and personality on employee performance. This is supported by the effect of job

satisfaction on employee performance which is not directly significant. Information can be obtained that employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency are still dissatisfied with what has been provided by the agency, employees are still not satisfied with what they have and employees are still not satisfied with the achievements that have been received, so that satisfaction improvements are needed employees in the future on a regular and consistent basis which appear both through themselves and are developed by agencies consistently.

## **V. CONCLUSION, LIMITATION AND FUTURE RESEARCH**

Achievement motivation has a significant positive effect on job satisfaction of the Office of Cooperatives of Small and Medium Enterprises of East Kutai Regency. The results of this study mean that every increase in achievement motivation has been able to increase employee job satisfaction with a significant or real increase. Organizational culture has a significant positive effect on job satisfaction of the Office of Cooperatives for Small and Medium Enterprises of East Kutai Regency. The results of this study mean that every increase in organizational culture will increase employee job satisfaction with a significant or real increase. Personality has no significant negative effect on job satisfaction of the Office of Small and Medium Enterprises Cooperative Office of East Kutai Regency. The results of this study mean that any increase in personality will reduce employee job satisfaction with a decrease that is not significant or not real. Achievement motivation has no significant positive effect on the performance of the Office of Cooperative Small and Medium Enterprises Office of East Kutai Regency. The results of this study mean that any increase in achievement motivation has been able to improve employee performance with an insignificant or insignificant increase. Organizational culture has no significant negative effect on the performance of the Office of Cooperative Small and Medium Enterprises Office of East Kutai Regency. The results of this study mean that any increase in organizational culture will reduce employee performance with a decrease that is not significant or not real. Personality has a significant positive effect on the performance of the Office of Small and Medium Enterprises Cooperative Office of East Kutai Regency. The results of this study mean that each personality enhancement has been able to improve employee performance with a significant or real increase. Job satisfaction has no significant positive effect on the performance of the Office of Cooperative Small and Medium Enterprises Office of East Kutai Regency. The results of this study mean that any increase in job satisfaction has been able to improve employee performance with the increase not being significant or not real. Job satisfaction has not been able to become a mediating variable for the influence of achievement motivation, organizational culture and personality on performance through job satisfaction because all the results of the research consist of achievement motivation on employee performance through job satisfaction, organizational culture on employee performance through job satisfaction, personality on performance employees through job satisfaction all show a significant level that is not significant so that job satisfaction is not able to be a mediating variable.

The Office of Cooperatives for Small and Medium Enterprises of East Kutai Regency should further enhance achievement motivation, organizational culture, and personality by providing guidance and training to employees on how to create achievement motivation, a good work culture and create a work-oriented personality. It is hoped that with this training employees will have more self-awareness in completing work, be aggressive at work, have a good personality, work seriously and be able to work in teams. The personality in this study indicates that many employees do not feel comfortable with their fellow colleagues. It is suggested that the Office of Cooperatives for Small and Medium Enterprises of East Kutai Regency can contribute by providing training and personality development such as outbound, family gathering, and effective communication training. The Office of Cooperatives for Small and Medium Enterprises of East Kutai Regency wants to further increase work motivation. This can be done by providing employee rights in accordance with regulations such as providing salaries according to dates without any delays or delays and according to workload, superiors need to provide support to employees, provide open career paths and increase benefits. Increasing the job satisfaction of the employees of the Office of Small and Medium Enterprises Cooperatives of East Kutai Regency. This improvement can be done by giving trust to employees, creating supportive working conditions, adequate salary, work according to employee personality and ensuring compact and harmonious working conditions. Information can be obtained that employees of the Office of Cooperatives, Small and Medium Enterprises of East Kutai Regency are still not satisfied with what has been provided by the agency, employees are still not satisfied with what they have and employees are still not satisfied with the achievements that have been received, so it is necessary improving employee satisfaction in the future on a regular and consistent basis that emerges either through oneself or is developed by agencies consistently. This research can be used as a reference for improvement in future research, by looking for other variables that are indicated to be able to increase job satisfaction and employee performance, further research should be able to accommodate other research objects with different numbers of respondents so that the scope of job satisfaction and employee performance could be more comprehensive.

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