

**PENGARUH MOTIVASI, BUDAYA ORGANISASI TERHADAP
KEPUASAN KERJA SERTA IMPLIKASINYA TERHADAP KINERJA
KARYAWAN**

(Studi pada Karyawan Perusahaan Telekomunikasi di Bandung)

TESIS

Diajukan untuk Memenuhi Sebagai Syarat Memperoleh
Gelar Magister Manajemen pada Program Studi Magister Manajemen



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**PROGRAM STUDI MANAJEMEN
FAKULTAS PENDIDIKAN EKONOMI DAN BISNIS
UNIVERSITAS PENDIDIKAN INDONESIA
BANDUNG**

2023

LEMBAR HAK CIPTA

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Pendidikan Ekonomi dan Bisnis

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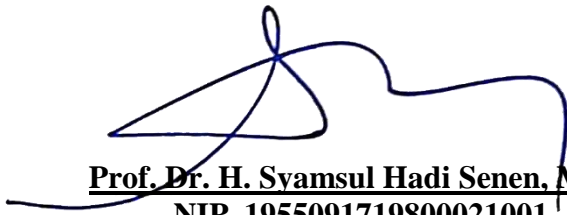
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LEMBAR PENGESAHAN
PENGARUH MOTIVASI, BUDAYA ORGANISASI TERHADAP
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KARYAWAN
(Studi pada Karyawan Perusahaan Telekomunikasi di Bandung)


Bandung, Agustus 2023

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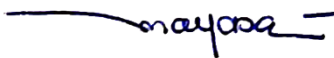
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LEMBAR PERNYATAAN BEBAS PLAGIARISME

Dengan ini saya menyatakan bahwa tesis yang berjudul “**PENGARUH MOTIVASI, BUDAYA ORGANISASI TERHADAP KEPUASAN KERJA SERTA IMPLIKASINYA TERHADAP KINERJA KARYAWAN**” benar-benar karya saya sendiri. Saya tidak melakukan penjiplakan atau pengutipan dengan cara-cara yang tidak sesuai dengan etika ilmu yang berlaku dalam masyarakat keilmuan.

Atas pernyataan ini, saya siap menanggung risiko atau sanksi apabila dikemudian hari ditemukan adanya pelanggaran terhadap etika keilmuan dalam tesis ini, atau ada klaim dari pihak lain terhadap keaslian karya saya ini.

Bandung, Agustus 2023

Alvin Rafi Alfarissy

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Tesis ini merupakan salah satu syarat untuk mendapatkan gelar Magister Manajemen pada Prodi Manajemen di Universitas Pendidikan Indonesia. Penulis sangat mengharapkan kritik serta saran membangun untuk perbaikan pada tesis ini.

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Alvin Rafi Alfarissy

ABSTRAK

Alvin Rafi Alfarissy (2013022) “PENGARUH MOTIVASI, BUDAYA ORGANISASI TERHADAP KEPUASAN KERJA SERTA IMPLIKASINYA TERHADAP KINERJA KARYAWAN”. Di Bawah Bimbingan Prof. Dr. H. Syamsul Hadi Senen, M.M. dan Dr. Rofi Rofaida, S.P., M.Si.

Kinerja karyawan merupakan determinan penting dalam organisasi. Kinerja perusahaan dipengaruhi oleh kinerja karyawan. Penelitian ini dilakukan di PT. X yang merupakan perusahaan telekomunikasi. Tren kinerja PT. X yang dilihat pada penilaian kinerja karyawannya mengalami penurunan dari 2019 sampai dengan 2021. Hasil pra-penelitian menunjukkan masih terdapat permasalahan dalam kinerja karyawan di PT. X. Tujuan dari penelitian ini untuk mengetahui gambaran motivasi, budaya organisasi, kepuasan kerja dan kinerja karyawan pada PT. X. Untuk mengetahui pengaruh motivasi dan budaya organisasi terhadap kepuasan kerja pada PT. X serta untuk mengetahui pengaruh motivasi, budaya organisasi, kepuasan kerja, terhadap kinerja karyawan pada PT. X. Desain penelitian yang digunakan verifikatif dengan metode kuantitatif. Populasi pada penelitian ini adalah seluruh karyawan PT. X, dengan sampel penelitian 113 karyawan yang diambil secara *simple random sampling*. Hasil analisis deskriptif menunjukkan gambaran motivasi, budaya organisasi, kepuasan kerja dan kinerja karyawan di PT. X memiliki kategori tinggi. Hasil analisis verifikatif menunjukkan bahwa motivasi dan budaya organisasi berpengaruh positif terhadap kepuasan kerja. Motivasi, budaya organisasi, kepuasan kerja, berpengaruh positif terhadap kinerja karyawan dan kepuasan kerja dapat memediasi pengaruh motivasi terhadap kinerja karyawan serta dapat memediasi pengaruh budaya organisasi terhadap kinerja karyawan.

Kata Kunci: Motivasi, Budaya Organisasi, Kepuasan Kerja, Kinerja Karyawan

ABSTRACT

Alvin Rafi Alfarissy (2013022) "THE INFLUENCE OF MOTIVATION, ORGANIZATIONAL CULTURE ON JOB SATISFACTION AND ITS IMPLICATIONS ON EMPLOYEE PERFORMANCE". Under the Guidance of Prof. Dr. H. Syamsul Hadi Senen, M.M. and Dr. Rofi Rofaida, S.P., M.Si.

Employee performance is an important determinant in an organization. Company performance is influenced by employee performance. This research was conducted at PT. X, which is a telecommunications company. PT. X seen in the performance appraisal of its employees has decreased from 2019 to 2021. Pre-research results show that there are still problems with employee performance at PT. X. The purpose of this study is to describe motivation, organizational culture, job satisfaction, and employee performance at PT. X. To determine the effect of motivation and organizational culture on job satisfaction at PT. X, and to determine the effect of motivation, organizational culture, and satisfaction, on employee performance at PT. X. The research design used was verified using quantitative methods. The population in this study is all employees of PT. X, with a sample of 113 employees taken by simple random sampling. The results of the descriptive analysis show of motivation, organizational culture, job satisfaction and employee performance at PT. X, which has a high category. The results of the verification analysis show that motivation and organizational culture have a positive effect on job satisfaction. Motivation, organizational culture and job satisfaction have a positive effect on employee performance, and job satisfaction can mediate the effect of motivation on employee performance and the influence of organizational culture on employee performance.

Keywords: *Motivation, Organizational Culture, Job Satisfaction, Employee Performance*

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