

The Reaction towards Employee Performance through Training, Organizational Culture, and Employee Satisfaction Variables at PT. Telekomunikasi Indonesia, Tbk in Central Jakarta Region

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Abstract:- The aim of this research was to analyze An influence of training, organizational culture, and employee satisfaction variables towards Employee performance at PT Telkom Indonesia, Central Jakarta area. The research design uses quantitative methods with a total population around 205 employees and sized by Slovin formula and became 135 respondents, processing data analysis using multiple linear regression analysis. The results showed that those three (3) variables 'X' had glaring effect towards Employees Performance at PT Telkom Indonesia Tbk, which is training, organizational culture and employee satisfaction. Thus hoped that the management could pay attention to these variables in an effort to retain and improve the employee performance and achieving the goals, vision and mission of the organization.

Keywords: Training, Organizational Culture, Employee Satisfaction, Employee Performance.

I. INTRODUCTION

The Telecommunications Industry in the country has developed in very good way. This can be seen by the number of cable and wireless operators compete in service provider business. Potential market prospects and high demand for communication, remarking the telecommunications services business has a high attractive business. In 2018 the telecommunications industry was experienced a double digit growth of 12%, compared to 2017 which was only 9% both in terms of market and revenue. And continue to grow along with the times when the need for telecommunications is increasingly needed. The use of the Internet is no longer just a secondary need but has become a primary need at this time. Internet access is no less than 143.26 million people in 2017 and the number of internet users in 2018 was hit 171.17 million people or its equivalent to 64.8 percent from the total population of Indonesia. That number shows an increase of 27.91 million people from the survey results in 2017.



Fig 1:- Penetration of Internet Users in Indonesia

The position of Telkom Region in Central Jakarta as RING 1 named the Central Jakarta as the center of the government of Indonesia and DKI Jakarta, as well as the company headquarters and social, cultural center. This makes Central Jakarta as focal point that must be maintained and improved its performance so all the vital places could communicate with well and comfortably moreover to keep ahead in business competition with other operators who have an expanding their network. In Telkom Region, Central Jakarta itself has 205 employees in 2018 and Telkom Central Jakarta also has 17 Divisions. In 2014-2018, the Company's human resources in the age range between 21-41 years always experienced an increase in the number but not more than 10 people each year and those aged between 41-53 years were always experiencing decrease in number due to increasing age to 53 years and above. The gap in the number of human resources for ages 41 and under compared to ages 41 and above is significant every year. Likewise with HR aged 53 years and over who always experience a decline due to retirement thats not proportional to the number of new employees who enter each year.

No	Ages	2014	2015	2016	2017	2018
1	21 – 41	3	5	12	15	18
2	41 – 53	170	163	157	149	140
3	>53	122	99	74	64	47
Summarized		295	267	243	228	205

Table 1:- The Number of Employees of Telkom Central Jakarta in 2014-2018

Source: HRD of Telkom Region Central Jakarta (2019)

In order to continue the maintenance or even to improve the ability of the company, PT Telkom Jakarta Pusat is inseparable from the human resources that are in it. The process of gaining a profit requires collaboration between the owner, manager and employee. The role of employees in the process of earning profits is quite huge. The employees who carry out operational activities therefore those activities to earns profit can run effectively. For companies, the employees are actually the assets. It because the employees are human beings who can develop and adapt to company conditions. Employees will develop because they will always learn to improve their skills. And Employees are able to adapt so they are able to follow the development of the company and its environment. So the longer an employee works at a company, then the employee's value increases intrinsically. The existence of employees who are very important to the company causes the need for an employee management process so the employees were capable to improve their performance. By Improving the employee performance will directly have an impact on company performance, so it stated that if employee performance is high, the profit-making process will get better and the end result will increased profits.

From the percentage of Key Performance Indicators results for at last 3 years, it is known that there has a decrease in the percentage of "Not fulfill expectations" during the last 3 years and has an increase in percentage of "Fulfilling expectations" category. In 2016, it was 95%. In 2017 it increased into 96%. And then in 2018 it was increased again by 2% to 98%. By more and more employees has fulfill the expectations, the faster and more complete the work would completed and the faster the company targets are achieved.

Year	Not Fulfill the Expectations	Fulfill the Expectations
2016	5%	95%
2017	4%	96%
2018	2%	98%

Table 2:- The Employee Performance Indicator for 2016 - 2018

Source: HRD of Telkom Region Central Jakarta (2019)

An increase in company performance for the last 3 years from 2016 to 2018 and the data above could be related to the affectioned towards the condition of Jakarta regional company and spread globally to company performance. In 2016 by 90%, in 2017 has increased to 91%, then in 2018 another increased by 2% to 93%.

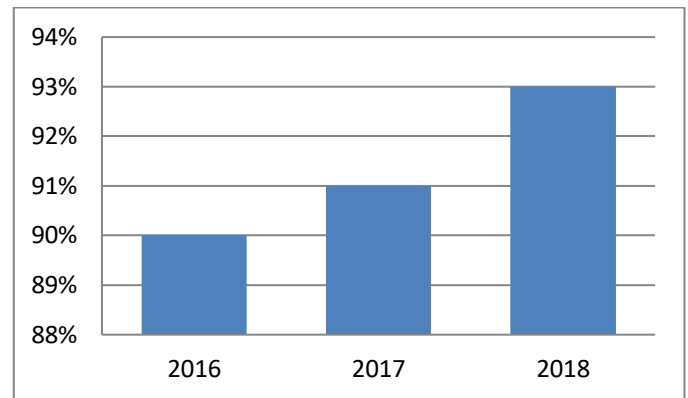


Fig 2:- PT. Telkom Central Jakarta Performance in 2016-2018

Source: HRD of Telkom Region Central Jakarta (2019)

The Telkom Central Jakarta Revenue as in line with the increasing of Telkom Central Jakarta Performance itself for the last 3 years, there's also has an increased in revenue for the last 3 years from 2016 to 2018. In 2016 it income revenue was 233.9 billion. in 2017 there was an increase revenue by 4% to 243.6 billion and in 2018 there was an increase in revenue by 10% to 268 billion.

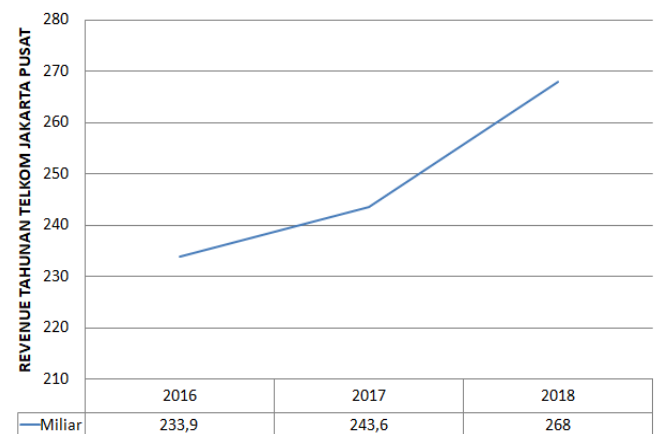


Fig 3:- PT. Telkom Central Jakarta Revenue in 2016-2018

Source: HRD of Telkom Region Central Jakarta (2019)

After conducting the Pre-Survey research in PT Telkom Central Jakarta Area as well as information that obtained from the HR Department. So the authors get an input regarding any factors which influence the increasing on Employee Performance and some of these factors appears when doing a series of focus group discussion processes which carried out as follows:

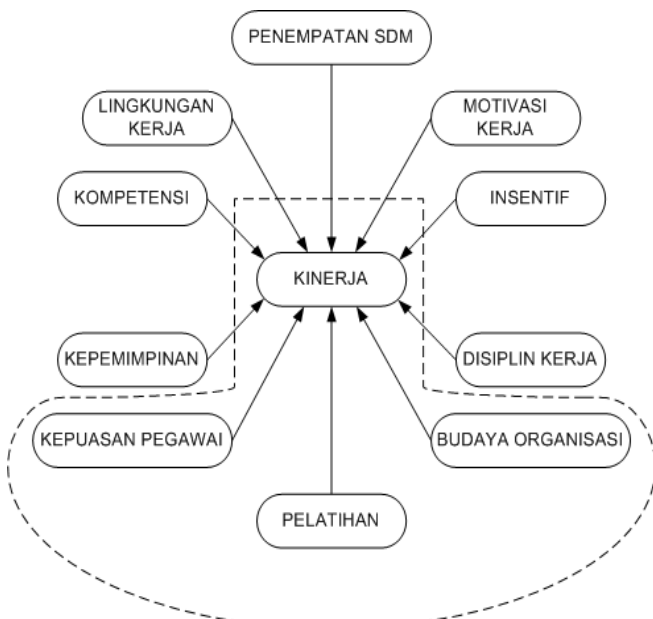


Fig 4:- The Factors that could triggered the employee performance improvement

Source: HRD of Telkom Region Central Jakarta (2019)

The role of employee training, most employees expressed the positive things related to this employee training, and felt the company had sufficient facilities to provide training to employees both in terms of frequency of implementation, depth of material delivered, and equal distribution of opportunities for training. Employees also feel strong company culture to shape their character in daily life to be more active on doing their jobs and employee satisfaction is quite good and makes employee performance also increases and also has a good effect towards the company's performance to achieve the company goals.

From these prior interviews result with Human Capital Managers, it turns out that there is no prior research from any party related to the factors that has an influenced to employee performance in this company so it could achievement of this good company performance. Potentials which lead to improved employees performance and has positive impact against the company performance at PT Telkom Central Jakarta must be sought further to find out whether these three factors are really the main causes of improved performance. This is very interesting to discuss the increasing revenue results on the last three years. Therefore these good performance should be maintenance or even improved so the performance of PT. Telkom Central Jakarta remains the best. Based on the background that has been described, the author will conduct the research under the title *"The Reaction towards Employee Performance Through Training, Organizational Culture, and Employee Satisfaction Variables at PT. Telekomunikasi Indonesia, Tbk in Central Jakarta Region."*

II. THEORITICAL REVIEW

A. Training

Training is one of the important activities which taken by management to maintenance and improve the company performance. Good training was carried out based on company needs. According to Dessler (2013:284) training is a process of teaching new employees or the existing employees with the basic skills that they need to do their jobs. The training was conducted to reduce the competency gap who needed by an employees to complete their work properly. According Raymond A. Noe (2013:7-9) the purpose of training generally is learning. Learning is the process of how employees get the knowledge, abilities, competencies, attitudes and or habits. But the good training is not just increasing the employee knowledge, skills and attitudes.

B. Organizational Culture

Organizational culture is what employees perceived and how the pattern could creates the belief systems, values and expectations. According to Robbins (2002) in Moehariono (2012: 335) states that the organizational culture is a system of shared meanings of primary values shared and valued by organizations, which serves to create clear distinctions between one organization and another, by creating a sense of identity for members of the organization. Furthermore according to Edgar Schein (1989) in Budiharjo (2014:40-52) states that the organizational culture is a pattern of basic assumptions, created, discovered, or developed by giving groups to learn how to deal with external adaptation problems and internal integration - which have been running quite well and considered valid and therefore, will be taught to new members (employees) as the correct way to see, think, and feel the connection with the problem.

C. Employee Satisfaction

Employee satisfaction according to Gohel in Tso (2012) is measuring how happy employees with their work and their work environment. According to Tan and Waheed (2011) in Othman Norreha, et. al. (2017:682) stated that the employee satisfaction is described as how employees perceived the rewards and benefits that they have received and thats their attitude towards it. In addition, the employee satisfaction is related to the knowledge, abilities, regulations, policies and their attitudes.

D. Employee Performance

Performance was generally said to be the measure for someone to his work. Beside that, the performance is the foundation or basis for productivity and become a part in achieving the organizational goals. According to Mathis and Jackson (2011:78) performance is basically what employees do or don't do. Expressing factors that coul affect the employee performance, such as: quantity, quality, results and benefits. According to Moehariono (2012: 95) states that performance is a picture of the level on achievement the implementation over programs activity or policies in realizing the organization's goals, its targets, vision and mission which poured through the

organization's strategic planning. According to Danim (2008: 253) said that the employee performance is the interaction between individuals in formed of a team by requires all the conditions of support, cooperation, trust, adaptability, patience, friendship, commitment, courage, humor, enthusiasm, compatibility and unselfishness.

E. Prior Research

A statement that supporting the impact of employee training on employee performance was stated by Alfandi (2016) on his research entitled "Training Impact on the Performance of Employees" quoting that there has statistically significant connection between training to employee performance. While Wanjiku and Agusioma

(2014) on their research that also has entitled "Effect of Organizational Culture on Employee Performance in Non-Governmental Organizations" stated that the organizational culture has a big influence on performance. Then Murgianto, Siti Sulasmi, Suhermin (2016) on their research which has titled "The effect of commitment, Competence, Work Satisfaction on Motivation and Performance of Employees at Integrated Service" said that the Competence has an influences to Employee performance as well as job satisfaction towards it.

F. Thinking Framework

The thinking framework for this research could be stated as follows:

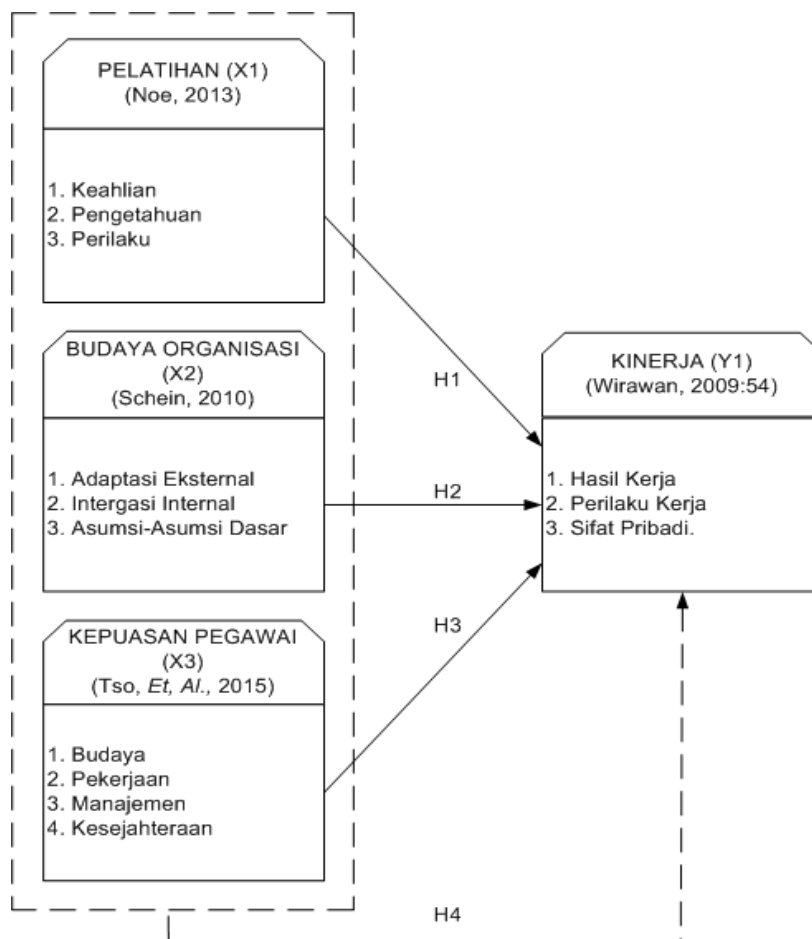


Fig 5:- Thinking Framework

G. Hypothesis

Based on the results of previous research and those research model above, the authors arranged the research hypothesis as in belows:

- H1: The Effect of employee training factors against the employee performance.
- H2: The Effect of organizational culture factors against the employee performance.
- H3: There has an effect between employee satisfaction factors against the employee performance.
- H4: The simultaneously Influence of employee training factors, organizational culture, and employee satisfaction against the employee performance.

III. METHODOLOGY

The design type used explanatory design with the object under research was training, organizational culture, and employee satisfaction at PT. Telekomunikasi Indonesia, Tbk Central Jakarta Area. The research was conducted with quantitative methods with type of research was explanatory. To examine these hypothesis, each of variable measured by using an instrument in the form of questionnaire containing questions that represent the dimensions of these variables. The research population were all employees of PT. Telkom Indonesia Central Jakarta region with total samples around 205 employees based on information that received by the author

from the HR department. Based on the existing population of 205 people, the minimum number of samples that could be drawn based on the Slovin formula with margin of error of 5% is 135 respondents. The data analysis method in uses multiple linear regression analysis to analysis the hypotheses by the help of SPSS 25.

IV. RESULTS AND DISCUSSIONS

A. Validity and Reliability Test

The validity test results aim to prove the validity of the questionnaire items. The value of the table is 0.3494 with significant level of 5% ($\alpha = 0.05$). A questionnaire would said to be valid if $r_{count} > r_{table}$ with $sig. < 0.05$. The results showed that the questionnaire statement of training variables (X_1), organizational culture variables (X_2), employee satisfaction variables (X_3), and employee performance variables (Y) showed the count value $> r_{table}$ with $sig. < 0.05$. So, the researchers thought that all items in the questionnaire statement were valid.

Num.	$r_{count} X_1$	r_{table}	Info	$r_{count} X_2$	r_{table}	Info	$r_{count} X_3$	r_{table}	Info	$r_{count} Y$	r_{table}	Info
1	0.560**	0.3494	Valid	0.721**	0.3494	Valid	0.362*	0.3494	Valid	0.728**	0.3494	Valid
2	0.412*	0.3494	Valid	0.677**	0.3494	Valid	0.770**	0.3494	Valid	0.804**	0.3494	Valid
3	0.352	0.3494	Valid	0.414*	0.3494	Valid	0.579**	0.3494	Valid	0.781**	0.3494	Valid
4	0.498**	0.3494	Valid	0.456*	0.3494	Valid	0.691**	0.3494	Valid	0.716**	0.3494	Valid
5	0.713**	0.3494	Valid	0.543**	0.3494	Valid	0.781**	0.3494	Valid	0.578**	0.3494	Valid
6	0.713**	0.3494	Valid	0.585**	0.3494	Valid	0.385*	0.3494	Valid	0.631**	0.3494	Valid
7	0.713**	0.3494	Valid	0.527**	0.3494	Valid	0.525**	0.3494	Valid	0.825**	0.3494	Valid
8	0.498**	0.3494	Valid	0.653**	0.3494	Valid	0.452*	0.3494	Valid	0.743**	0.3494	Valid
9	0.713**	0.3494	Valid	0.710**	0.3494	Valid	0.781**	0.3494	Valid	0.765**	0.3494	Valid
10	0.422*	0.3494	Valid	0.516**	0.3494	Valid	0.781**	0.3494	Valid			

Table 3:- Validity Test Results

The reliability test of the questionnaire can be relied upon the answers to the statement are consistent. Furthermore, the questionnaire can be relied if the Cronbach's Alpha value > 0.60 . Therefore, the researcher concludes that all the training variable

questionnaires (X_1), organizational culture variables (X_2), employee satisfaction variables (X_3) and employee performance variables (Y) are reliable as described in table 4 below.

Variable	Cronbach's Alpha Value	Terms	Information
Training	.696	> 0.6	Reliable
Organizational Culture	.785	> 0.6	Reliable
Employee Satisfaction	.828	> 0.6	Reliable
Employee Performance	.889	> 0.6	Reliable

Table 4:- Reliability Test Results

B. Classic Assumption Test

The results of the normality test with the Kolmogorov-Smirnov Test has obtained the value of Kolmogorov-Smirnov which produced on the training variable (X_1) is 0.082 and significance of 0.026. The Kolmogorov-Smirnov value produced the organizational culture variable (X_2) was 0.135 and the significance was 0,000. Kolmogorov-Smirnov value earned the employee satisfaction (X_3) of 0.133 and significance of 0,000. And

the Kolmogorov-Smirnov value earned the employee performance variable (Y) of 0.122 and significance of 0,000. From the data aboved it was appeared that the Kolmogorov-Smirnov test from the four variables above were not normally distributed because the significance value was below 0.05. So need a normality test with Z-Score for these four variables

One-Sample Kolmogorov-Smirnov Test					
		Training	Organizational Culture	Employee Satisfaction	Employee Performance
N		135	135	135	135
Normal Parameters ^{a,b}	Mean	34,60	24,34	35,17	35,36
	Std. Deviation	6,456	4,239	5,879	5,815
Most Extreme Differences	Absolute	0,082	0,135	0,133	0,122
	Positive	0,045	0,077	0,071	0,067
	Negative	-0,082	-0,135	-0,133	-0,122
Test Statistic		0,082	0,135	0,133	0,122
Asymp. Sig. (2-tailed)		.026 ^c	.000 ^c	.000 ^c	.000 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Table 5:- Kolmogorov-Smirnov Test Results

After doing the Z-Score test, the lowest Z-Score value of X1 is -2.43857 and the highest value is 2.09864. The lowest Z-Score value of X2 is -2.38441 and the highest value is 1.90753. The lowest Z-Score value of X3 is -2.41802 and the highest one is 1.76552. As for the lowest Z-Score value of Y is -2.40914 and the highest value of Y

is 1.78191. Therefore, the minimum and maximum Z-Score values of these four variables above within the range of the Z-Score values namely -2.5 to +2.5. Thus the four variables above stated to be normally delivered and can be continued as a reference for the subsequent test.

Statistics			
	N	Minimum	Maximum
Z-score: Training	135	-2,43857	2,09864
Z-score: Organizational Culture	135	-2,38441	1,90753
Z-score: Employee Satisfaction	135	-2,41802	1,76552
Z-score: Employee Performance	135	-2,40914	1,78191
Valid N (listwise)	135		

Table 6:- Z-Score Test Results

Multicollinearity test used to test whether in the regression model found a correlation between independent variables. Multicollinearity test results showed that the VIF value of each variable < 10 and tolerance value > 0.10. It can be said that the data tested does not occur multicollinearity in the regression model as shown in table 7 below.

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Training	0,952	1,050
	Organizational Culture	0,192	5,202
	Employee Satisfaction	0,192	5,222

Table 7:- Multicollinearity Test Results

Heteroscedasticity test results show that the Scatterplot graph points do not form a specific pattern and spread randomly above and below the number 0 on the Y axis. The input training variables, organizational culture variables, and employee satisfaction variables.

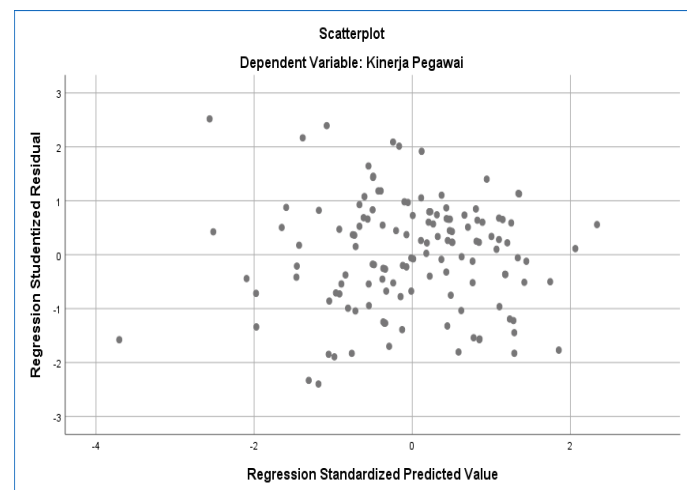


Fig 7:- Heteroscedasticity Test Results

C. Hypothesis Test

This analysis earned the structure type of equation which explains of the connection between training variables, organizational culture variables, and employee satisfaction variables on employee performance variables. This test was performed by using the coefficient of determination, t test and F test. The results of this test are explained in table 8 below.

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3,052	2,235		4,779	0,000
Training	0,332	0,070	0,448	4,810	0,000
Organizational Culture	0,313	0,236	0,450	2,620	0,010
Employee Satisfaction	0,303	0,170	0,354	2,060	0,041
F				15.135	.000 ^b
Adjusted R ²	0.510				

Table 8:- Hypothesis Test Results

From the table 6 above it can be seen that the t count value of the training variable is 4,810 > 1,97769, the t count of the organizational culture variable is 2,620 > 1,97769 and the employee satisfaction variable is 2,060 > 1,97769, so it can be concluded that both the training variable, organizational culture variable, and employee satisfaction variable towards the employee performance variables with Sig. of the independent variables < 0.05, which means that H1, H2, and H3 are accepted. The regression equation as follows:

$$Y = 3,052 + 0,332.X1 + 0,313.X2 + 0,303.X3$$

The results of the F test and R2 test indicated that the value of F count 15.135 > F table (2.67) with Sig. 0.000, because the results of the Sig. 0.000 < Sig. 0.05 then the hypothesis (H4) was accepted concluded that training, organizational culture, and employee satisfaction has simultaneously effect towards the employee performance by 51% while the remaining 49% was influenced by other factors outside these research.

D. Interdimensional Correlation Regression Test

The correlation test results between dimensions can be seen in Table 9 below.

Variable		Work Result	Work Behavior	Personal Behavior
Training (X1)	Skilled	.686**	.690**	.625**
	Knowledge	.637**	.521**	.692**
	Attitudes	.659**	.540**	.533**
Organizational Culture (X2)	External Adaptation	.673**	.440**	.587**
	Internal Integrity	.737**	.475**	.462**
	Basic Assumption	.576**	.544**	.516**
Employee Satisfaction (X3)	Culture Factor	.635**	.528**	.601**
	Job Factor	.698**	.639**	.639**
	Management Factor	.552**	.659**	.695**
	Welfare Factor	.594**	.665**	.672**

Table 9:- Correlation Test Between Dimensions Results

The dimensions of the independent variables such as training, organizational culture, and employee satisfaction has positive correlation with the dimensions of the dependent variable, such as employee performance.

1) Correlation Relationship Between Dimensions of Training Variables (X1) with Employee Performance (Y).

a) In training variable, the dimensions that have strong relationship are:

1. Dimensions of skilled with dimensions of work results, work behavior and personal behaviour.
2. Dimension of knowledge with dimensions of work result, and personal behaviour.
3. Personal behaviour dimensions with dimensions of work result

b) While the dimensions that have a strong enough relationship are:

1. Dimension of knowledge with dimensions of work behavior.
2. Attitude dimensions with dimensions of work behavior, and work result.

2) Correlation Relations Between Dimensions of Organizational Culture Variables (X2) with Employee Performance (Y).

a) On organizational culture variables, the dimensions that have a strong connection are:

1. The dimensions of external adaptation to the dimensions of work.
2. Dimensions of internal integration with the dimensions of the work.

b) On organizational culture variables, the dimensions that have a strong enough connection were:

1. The dimensions of external adaptation to the dimensions of work behavior and personal behaviour.
2. The dimension of internal integration with the dimensions of work behavior and personal behaviour.
3. Dimensions of basic assumptions with dimensions of work results, work behavior, and personal behaviour.

3) Correlation Relationship Between Dimensions of Employee Satisfaction Variable (X3) with Employee Performance (Y).

a) On employee satisfaction variables, the dimensions that have a strong connection were:

1. Dimensions of cultural factors with dimensions of work result, and personal behaviour.
 2. Dimensions of work factors with dimensions of work results, work behavior and personal behaviour.
 3. Dimension of management factors with dimensions of work behavior, and personal behaviour.
 4. Dimensions of welfare factors with dimensions of work behavior, and personal behaviour
- b) While the dimensions that have a strong enough connection, such as:
1. Dimensions of cultural factors with dimensions of work behavior.
 2. Dimension of management factors with work result dimensions.
 3. Dimensions of welfare factors with work output dimensions.

E. Discussions

Based on the results of statistical tests which conducted, it was found that the entire hypothesis was acceptable. The analysis of the results that obtained was described as follows:

- The training whose conducted at PT Telkom Jakarta Pusat in the context of maintaining or even improve one's ability to develop even further for the future progress of the company. Employees are required to attend two types of training each year, such as training about competence twice a year and about company insights and the digital world once a year. The training method itself consists of traditional and technology-based. In the traditional method employees are usually gathered in the room to see presentations from other employees or vendors who are more expert in certain matters and after that group made to be simulated in certain conditions and problem solving of existing problems. For the method with its own technology employees are required to open E-Learning that has been provided by the HR team, there are many categories available for training. Employees can learn the modules that are available there and after that can work on existing problems. The results of this research stated that training affects the employee performance and in line with previous research whose conducted by Alfandi (2016).
- Organizational Culture or better known as The Telkom Way which in the Central Jakarta Telkom environment over the past 3 years perceived by employees has increased activity. To maximize the activation of the existing Telkom Way culture, the company encourages employees to provide the best service to internal and external customers, encourages changes in employee disruptive behavior towards Digital Business, and optimizes inorganic to increase company value. By making managers in their respective areas a role model in terms of organizational culture as an example for their employees to be able to implement the existing organizational culture to the maximum, and making Y gen employees become cultural agents that are expected to provide another color in implemented of organizational culture in the company so it looks more interesting to apply. It has also been the last 3 years

that every Wednesday every week a BBM (Management Talk) has been held to accommodate the obstacles that occur during the work process to be sought together with a solution so as not to drag on for a long time. This research states that H2 was accepted, which is organizational culture has an influences to employee performance and in line with previous research which conducted by Wanjiku and Agusioma (2014).

- Employee satisfaction that has been felt by employees has apparently begun felt by the company itself, by starting to improve the company performance. The company began to change all existing office concepts to become more colorful and open so the employees feel more free to interact and innovate. Employees are also facilitated in terms of expressing their opinions to the company in terms of constructive criticism and suggestions. With the focus of training materials provided by the company for employees in each division also makes employees more active in doing so. From those input that has been submitted by the employees every week makes the company's work plan more clearly that will be completed first and makes employees more focused on working. With health insurance that is fully guaranteed by the company, not only one guarantor institution can even get more to make it easier for employees to receive health insurance from the company making employees also feel satisfied. Many other benefits received by employees ranging from operational vehicles to the cost of owning their own homes, this is also felt by employees in terms of satisfaction with the company. With the receipt of H3 in this study that employee satisfaction affects employee performance in line with previous research conducted by Murgianto, Siti Sulasmi, Suhermin (2016).
- In accordance with the results of the statistical test which states that H4 was acceptable, namely Training, Organizational Culture and Employee Satisfaction togetherness has an affect to Employee Performance, with an adjusted R² value of 51%, then there are 49% other factors that affect employee performance not examined yet in this research.

V. CONCLUSIONS AND SUGGESTIONS

A. Conclusions

Based on the results of the analysis and discussion that have been presented previously, the conclusions from this research can be drawn as follows:

- Training has a positive and significant effect on the employee performance at PT. Telkom Central Jakarta, meaning that the more often training is carried out and on target according to the employee's field of work, the stronger the skills, abilities and good behavior of fellow employees to work together in completing their tasks will eventually improve the employee performance itself, so that the first hypothesis proposed can be accepted.

- Organizational Culture has a positive and significant effect on employee performance at PT. Telkom Central Jakarta, meaning that the stronger the organizational culture, the stronger the effect or influence on employee behavior which will ultimately improve the employee performance, so the second hypothesis proposed can be accepted.
- Employee Satisfaction has a positive and significant effect on employee performance at PT. Telkom Central Jakarta, meaning that the better the level of employee satisfaction for themselves and their families, the employee's performance will be higher, so that the third hypothesis proposed can be accepted.
- Training, Organizational Culture, and Employee Satisfaction simultaneously have a positive and significant effect on employee performance at PT Telkom Central Jakarta, so the fourth hypothesis can be accepted.

B. Suggestions

Based on the results of this research, then there are some suggestions in the form of relevant recommendations in accordance with the results of these research in order to improve the employee performance, such as:

- Based on the correlation test between dimensions of training variables, it is found that the level of correlation is strong enough in the correlation of knowledge dimensions and to the dimensions of work behavior and the correlation of attitudes dimensions to the dimensions of work behavior and work result. The implication that the management or HR team needs to provide better and better quality training so in the short term, the employees will have more and adequate knowledge to complete their tasks and directly makes their work behavior better in conducting job analysis on the long run make the work better, the quality and quantity of work will improve as well.
- Based on the correlation test between dimensions of organizational culture variables was found that the three dimensions that exist both the dimensions of External Adaptation, Internal Adaptation and Basic Assumptions have a fairly strong correlation on the dimensions of work result, work behavior, and personal behaviour. This shows that employee performance can be further improved if the management or HR team can provide more concrete steps and new styles about organizational culture and apply them in the Telkom Central Jakarta environment. The implication that the management or HR team can provide more space or employees to issue opinions that make employees more focused in completing their tasks and can choose work priorities according to field needs, of course the work they get will be more satisfying to achieve the company target.
- Based on the correlation test between dimensions of employee satisfaction variables, it was found that the level of correlation is strong enough in the correlation of dimensions of cultural factors, management factors, and welfare factors on the dimensions of work behavior and work result. This shows that the company's ability to be able to place employees and provide jobs

according to the area of their skilled off employees can show the work results and work behavior to be better than each employee itself and more effective in managing their work and if management can provide more different portions of each employee in their works unit it will encourage the employee's work behavior in different ways so that their performance will improve and ultimately provide an increase in the performance of the company itself.

- Future research that is similar is expected to examine other factors outside this study so that it can be known the causes of other factors that can affect employee performance.

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