
IMPLEMENTATION OF ORGANIZATIONAL CULTURE AND JOB SATISFACTION THROUGH EMPLOYEE PERFORMANCE AT PT TRAKTOR KUNING DELI SERDANG

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Abstract

Organizational culture is now a major focus in the business world due to the various benefits it offers. This culture creates an internal company atmosphere that can spur creativity and motivation, leading to increased work performance. With a solid and positive organizational culture, company performance can improve significantly, boosting productivity and effectiveness. Furthermore, job satisfaction is a crucial factor influencing employee performance. Employers need to pay special attention to job satisfaction and work motivation to boost individual and overall organizational performance. Excellent employee performance will ultimately improve the quality and efficiency of the company or organization. This research is a descriptive study with a qualitative approach. To achieve this objective, the data collection technique used data collection through interviews and documentation. Interviews were conducted directly with sources (informants) involved in PT Traktor Kuning, namely the Deputy Manager of PT Traktor Kuning, the Head of IT at PT Traktor Kuning Deli Serdang, and PSDS Deli Serdang employees.

Keywords: Organizational Culture, Job Satisfaction, Employee Performance, Organization

INTRODUCTION
Organizational culture is formed gradually, starting from the ideas proposed by its founders. These initial ideas are then socialized and instilled in the organization's members, thus becoming part of the collective identity. Over time, organizational culture continues to grow and develop through the learning and experiences of each individual within it. As quoted by (Haris & Maulana, 2021, in the Journal of Organizational Theory Perspectives and Developments, 2023), "An organization is a system of mutual influence between people in groups who work together to achieve certain goals." Quoted by (Herlambang, R et al., (2024) "Organizational culture refers to the ability of an organization to achieve its goals by creating strong

a strong culture have a strong attraction for future employees and influence the way they think, act, and behave". "Organizational culture refers to the general views held by members of an organization related to the value system implemented by the organization. This value system has an influence on the actions and behavior of organizational members, and is a factor that distinguishes one organization from another. (Busro, 2020, in Herlambang, R et al., 2024) Organizational culture needs to be developed in accordance with environmental developments and organizational needs. However, this is different from PT Traktor Kuning Deli Serdang.

In an organization, culture also determines the success of an

organization, including hereditary leadership, which is also implemented by PSDS Deli Serdang. The implementation of this organizational culture supports the level of job satisfaction and employee performance, thereby supporting the achievement of company goals. According to (Nguyen Phuc Nguyen, et al., 2023), "Organizational culture directly influences performance and partially mediates the contribution of transformational leadership to organizational performance." This means that "Organizational culture directly influences performance and partially mediates the contribution of transformational leadership to organizational performance." Culture within an organization can be very diverse, influenced by various human resource characteristics such as gender, age, race, ethnicity, education level, experience, and cultural background. To overcome the potential challenges of this diversity, cultural diversity management is required. Organizations must be able to manage these differences so that they do not become obstacles, but rather strengths that enrich the organizational culture. This means that although each individual has a unique character in carrying out their duties, all these differences must be integrated to achieve the organization's mission and vision. With the harmony and order in an organizational system that is oriented towards one goal, each individual can contribute according to the abilities and skills they have.

The success or failure of an organization in realizing its established vision and mission depends heavily on the role of its human resources. The quality of the

individual within it is a key determining factor. Job satisfaction is a personal state because each person has a different measure of satisfaction according to their own qualities. Job satisfaction is an attitude toward work or an emotional response to various work values that can lead to a person feeling satisfied in their work. Job satisfaction is also an attitude of satisfaction with the dynamics of one's current work. The satisfaction felt from a person's work can be seen in several changes in attitudes such as discipline, productivity, achievement, and high work performance.

Quoted by (Vadilla, A. E, et al., 2025) "Given the importance of employees' roles in a business or organization, it is equally important to consider the factors influencing employee job satisfaction". which means "Given the importance of employees' roles in a business or organization, it is equally important to consider the factors that influence employee job satisfaction". Quoted by (Ahammad et al., 2020) "Job satisfaction felt by each individual cannot be separated from their emotions and attitudes towards work. Self-disposition, whether positive or negative, will influence how the individual views their work. This not only impacts themselves, but also affects the condition of the company as a whole".

Organizations assess their performance based on the success of individuals or groups in achieving relevant targets. This means that work results and realized achievements can be measured through employee performance within an organization. This way, the organization's level of success can be determined, which can

then serve as a benchmark for improving productivity or performance in the future. According to (Putri & Nasution, 2022), "Performance is a description of the results or work achievements achieved by an individual, work unit, or organization within a specific time period. These achievements align with the authority and responsibilities held, aim to achieve targets legally, and are in accordance with morals and ethics."

Quoted by (Hermawan, 2024) "Having the right Human Resources (HR) is key for a company to achieve its goals. HR performance can be measured through five main indicators. (1) quality, which reflects employee perceptions of the quality of their work results. (2) quantity, which is a measure of the amount of work successfully completed by employees. (3) knowledge and skills, is a value that individuals have in providing quality to their workers. (4) punctuality, a form of punctuality given by employees in completing their work. (5) communication, the ability that a person has in building communication within their scope to establish good relationships". Quoted by (Gah & Syam, 2021) "the forms of aspects assessed in performance assessments are: (1) Technical abilities include experience, knowledge, and attitudes that are essential for carrying out tasks. (2) conceptual abilities refer to a person's understanding of the company and their ability to adapt to their field of work. (3) interpersonal relationship abilities are about how a person interacts and collaborates effectively with colleagues in a professional environment. Several general characteristics can be indicators for efforts to improve

employee performance. These characteristics include:

1. Achievement in awards that provide opportunities to increase knowledge,
2. Responsibility that provides opportunities for understanding,
3. Possibility for growth and promotion, and
4. Interest in work.

It is important to note that employee performance assessments are crucial for measuring individual work achievements and organizational performance. Furthermore, the results of these assessments serve as the basis and vital information for decision-making processes, including human resource management (such as promotions and demotions), training programs, and determining rewards (in the form of awards, compensation, or bonuses). According to (Nasution et al., 2024), "Employee performance is crucial for an organization. Low performance will hinder the achievement of organizational goals. Therefore, superiors need to conduct performance assessments (performance evaluations) to determine the work results of employees." Performance assessments are conducted by the relevant superior or by requesting assistance from experts who understand the work or position of the employee being assessed or evaluated. Employee assessments are systematic evaluations conducted by superiors or other experts who thoroughly understand the implementation of an employee's work or position. In conducting an evaluation, benchmarks are needed as indicators/comparators, and the assessment must be carried out as objectively as possible.

According to (Nguyen Phuc Nguyen, et al., 2023) "During the process of organizational formation, entrepreneurial founders create an organization that reflects their values and beliefs. These values and beliefs are maintained by successor leaders, assuming they intend to preserve the culture of the organization". which means "During the process of organizational formation, founders create an organization that reflects their values and beliefs. These values and beliefs are maintained by successor leaders, assuming they intend to preserve the culture of the organization". The main shareholder of PT Traktor Kuning Deli Serdang is Mr. Ashari Tambunan, as the Regent of Deli Serdang and until now he still entrusts 70% of the old management in PT Traktor Kuning Deli Serdang. The main factor why he still entrusts this company to the old management is because they have experience in managing teams in the Indonesian League. However, the culture of the old management still applies a leadership culture with an unchanged system and no development.

Basically, the goal of PT Traktor Kuning Deli Serdang is to advance the Deli Serdang PSDS Team and make PSDS Deli Serdang return to the highest league strata in Indonesia, as it was achieved in 1986 until the 2000s. However, until now this goal has not been realized because it still uses a management system with an old culture so that the progress of the Deli Serdang PSDS team has not developed and this goal has not been achieved until now. Therefore, the purpose of this study is to determine the implementation of organizational culture and job satisfaction on

management performance at PT Traktor Kuning Deli Serdang.

PT Traktor Kuning Deli Serdang is a company that oversees a football team called PSDS Deli Serdang which was founded on October 1, 1920, which was then still known as Deli Voetbal Bond (DVB). Then on October 1, 1958 DVB officially changed its name to Persatuan Sepakbola Deli Serdang (PSDS Deli Serdang). Currently PSDS Deli Serdang is trained by Susanto and Herman Sagita is trusted as the Manager of the team nicknamed Traktor Kuning. Currently PSDS Deli Serdang is in the Indonesian League 3 caste. In early 1986 PSDS Deli Serdang was involved in the Indonesian League. However, in 2007 PSDS Deli Serdang experienced a downturn because no one filled the vacant organizational management seat. Then in 2012 PSDS Deli Serdang rose again to continue its existence in the Indonesian League until now.

LITERATURE REVIEW

Organizational culture

Organizational culture is the foundation that shapes how an organization operates. Various experts have put forward varying, yet complementary, definitions. According to (Hayati, F, et al., 2025), organizational culture grows and develops by instilling it in members through learning and experience. This is the result of the contributions of the founders, leaders, and members of the organization, which are then socialized and implemented in every activity, from production and customer service to achieving organizational goals. In line with this view, (Hayati, F, et al., 2025) explain that organizational culture is a set of beliefs, attitudes, and values shared by members of an

organization. They emphasize the practical aspects of this culture. These habits serve as drivers to improve the quality of work for both employees and managers. From an international perspective, (Hayati, F, et al., 2025) state that organizational culture can vary due to the diversity of human resources, whether seen in terms of gender, age, race, ethnicity, education level, experience, or cultural background. Overall, it can be concluded that organizational culture is a collection of beliefs, norms, values, assumptions, beliefs, expectations, and attitudes accepted by members of an organization, which ultimately determine the organization's overall behavior. The importance of organizational culture cannot be ignored, as it plays a crucial role in providing identity, creating unity, and facilitating communication and cooperation among members to achieve success.

Job satisfaction

Job satisfaction refers to an employee's positive attitude toward their work. As stated by (Saputra, S.W, et al., 2024), job satisfaction can determine whether an employee's performance is high or low. A high level of job satisfaction is expected to improve employee performance, thereby achieving the company's goals of achieving good work results and increasing productivity. Similarly, (Grace, N, et al., 2023) defines job satisfaction as the level of pleasure an employee feels for their work role within a company. Satisfaction is typically influenced by the presence of expected feedback. A collaborative work environment will encourage employee satisfaction. Creating job satisfaction has the potential to foster

positive attitudes in employees toward their duties and responsibilities. Meanwhile, (Nasution, H.M, et al., 2021) state that job satisfaction is a (positive) employee attitude toward their work, which arises from an assessment of the work situation. This assessment can be made for any job. The assessment is carried out as a sense of appreciation for achieving one of the important values in the work.

Employee performance

According to Hasibuan and Siregar (2022), "Employee performance is influenced by leadership and work motivation factors. Effective leadership can increase employee morale so that it has a positive impact on productivity and the achievement of organizational targets". In line with the opinion of (Saputra, S, W, et al., 2024) that "motivation has a positive and significant effect on employee performance, which means that the more leaders motivate their employees, the better the work results in the company because motivation in each employee greatly influences the enthusiasm of each employee". According to (Saputra, S, W, et al., 2024) "the cause of decreased performance from workload is the necessity to take on two or more tasks that must be done simultaneously". According to (Eliyanti, 2020, in the Maneksi Journal, 2025) employee performance can be measured through aspects of quality, quantity, timeliness, effectiveness, and independence. As'ad et al., (2021) stated that there are five main problems related to employee performance, namely lack of effective communication, low productivity, the emergence of conflict between superiors and subordinates and among fellow employees, low

work discipline, and suboptimal levels of job satisfaction. To overcome these challenges, cafe business owners need to implement a strong organizational culture to be able to increase work motivation and employee satisfaction. Job training has been proven effective in improving employee performance, especially in terms of consistency, efficiency, and self-confidence. In addition, other studies state that "work discipline has a significant influence on employee performance, because disciplined employees tend to be more responsible, productive, and focused in carrying out their duties" (Wulandari et al., 2021; Ahmad et al., 2022, in the Journal of Managerial and Entrepreneurship, 2025).

METHOD

Types of research

The type of research used in this study is descriptive research with a qualitative approach. Qualitative research is an approach that produces descriptive data in the form of written or spoken words from people and observable behavior, with analysis focusing on words and images, not numbers. According to Sugiyono (2021), this method is based on the philosophy of post-positivism and is applied to natural objects, making the researcher the primary instrument. Data collection uses triangulation, the analysis is inductive, and the results emphasize meaning rather than generalization. Waruwu, M (2023) adds that qualitative research is descriptive and analytical in nature. Descriptive in qualitative research means describing and explaining the events, phenomena, and social situations being studied. Generally, this research relates to social and humanitarian issues that are

interdisciplinary, focusing on multimethod, naturalistic, and interpretive. In this context, descriptive research with a qualitative approach is used to describe organizational culture and analyze its relationship to improving the organizational performance of PT Traktor Kuning Deli Serdang and PSDS Deli Serdang employees.

Study Participants

The research location is PT Traktor Kuning Deli Serdang, which is headquartered at Baharoeddin Siregar Stadium, Lubuk Pakam District, Deli Serdang Regency. Informant data on the leadership elements and other stakeholders, namely; Team Manager Head of IT Division of PT Traktor Kuning Deli Serdang, so that 3 informants were obtained as interview sources for research data.

Data collection technique

The data collection technique used direct interviews with informants involved in PT Traktor Kuning, namely the Deputy Manager of PT Traktor Kuning Deli Serdang, the Head of IT at PT Traktor Kuning Deli Serdang, and PSDS Deli Serdang employees. According to Sugiyono (2021), data collection is the most important stage in research because the core of research is data acquisition. In this study, data were collected through interviews and documentation.

Research Instruments

The research instruments used in this study were interview questionnaires that were relevant and related to the research topic. As cited by Sugiyono (2021), two main factors influence the quality of research results: the quality of the research instruments and the quality of data

collection. Qualitative research (because there are no measurements, but rather exploration to discover), therefore, the researcher is the instrument or research tool.

The focus and description of the research focus in this case is divided into three which are adjusted to the problem formulation, namely:

1. Organizational culture adopted by PT Traktor Kuning Deli Serdang
2. Organizational performance at PT Traktor Kuning Deli Serdang
3. Implementation of organizational culture in improving performance at PT Traktor Kuning Deli Serdang

RESULTS

Interview Result Data

1. Organizational Culture Adopted by PT Traktor Kuning Deli Serdang

Based on interviews with three informants: the Deputy Manager, the Head of IT, and a PSDS employee, it can be concluded that PT Traktor Kuning Deli Serdang adheres to an organizational culture that emphasizes the values of hard work, discipline, responsibility, open communication, and team collaboration. As expressed by Rudi Siregar, Deputy Manager:

"From the moment they join, employees are instilled with a culture of hard work, discipline, responsibility, and mutual respect across departments. Open communication is also maintained as a cultural value that supports productivity."

This was emphasized by the Head of IT, Muhammad Alta, who stated that his team's work environment is highly collaborative. As Muhammad Alta put it:

"The work culture in the IT team is highly collaborative, characterized by morning briefings, open discussions

across levels, and awards for outstanding employees. This creates a supportive work environment."

On the other hand, Yoga Panjaitan, an employee in the PSDS department, also stated that the company's organizational culture bears similarities to the values of sports. As Yoga Panjaitan put it:

"PT. Traktor Kuning's organizational culture is similar to the values of sports, namely teamwork, fighting spirit, and discipline, which are manifested in internal training and team building activities."

In general, informants viewed the organizational culture implemented by PT Traktor Kuning Deli Serdang positively. This culture creates a comfortable work environment, maintains team solidarity, and strengthens relationships between employees across departments. However, this strong culture has not fully overcome structural constraints that impact the organization's overall performance.

2. Organizational Performance at PT Traktor Kuning Deli Serdang

Despite its positive organizational culture, interviews revealed that PT Traktor Kuning Deli Serdang's performance was declining. This was due to several internal factors, primarily late salary payments, financial instability, and a less innovative leadership model. As Rudi Siregar explained:

"Decreased job satisfaction due to late salaries impacts employee motivation and performance, especially for senior employees."

He added that these financial constraints were serious and recurring, disrupting the organization's work

rhythm. Muhammad Alta echoed this sentiment, viewing the issue from a managerial perspective. As he put it: "Financial instability and a lack of leadership innovation left the IT team feeling undeveloped, leading to a decline in overall performance."

Yoga Panjaitan also expressed concern about the impact of these conditions on employee well-being and psychological well-being. As Yoga Panjaitan put it:

"Delayed salary payments and an inadequate leadership style create insecurity, stress, and decreased morale, which in turn impacts team solidarity and performance."

From these three sources, it was clear that the main obstacles to declining performance stemmed from a weak financial system and a lack of innovation in leadership. Despite a well-established organizational culture, these factors hampered optimal overall organizational performance.

3. Implementation of Organizational Culture in Improving Performance at PT Traktor Kuning Deli Serdang

The positive organizational culture that has been established at PT Traktor Kuning Deli Serdang has the potential to improve performance, but its implementation has been hampered by financial issues, leadership issues, and a lack of flexibility in the managerial structure. As Rudi Siregar put it:

"A positive work culture does create a comfortable and supportive atmosphere, but it must be accompanied by resolving financial issues to keep employees motivated and performing at their best."

He emphasized that positive values like cooperation and responsibility will not be optimal if employees do not feel financially secure. Muhammad Alta added that stagnant leadership is also a hindering factor. As Muhammad Alta explained: "Even though a collaborative and open culture has been established, an underdeveloped leadership style prevents the culture from maximizing its potential, thus hindering organizational performance improvement."

Similarly, Yoga Panjaitan observed that a strong culture does maintain unity, but it cannot replace the role of management in addressing structural issues. As Yoga Panjaitan put it:

"Organizational culture can help maintain team cohesion during difficult times, but without improved leadership and financial systems, organizational culture is not enough to drive improved performance."

Overall, all three speakers conveyed that organizational culture plays a crucial role in creating a positive and supportive work environment. However, for its impact to be truly significant on improving performance, it requires the support of a stable management system and innovative leadership.

DISCUSSION

1. Implementation of Job Satisfaction and Organizational Culture through Employee Performance at PT. Traktor Kuning Deli Serdang

Organizational culture is generally defined similarly, namely as a pattern of beliefs, symbols, rituals, and myths that develop over time. Without a aligned culture, HR management strategies often stagnate

at the document level, unable to drive real changes in work behavior. Recent phenomena indicate that many organizations, both in the public and private sectors, still experience a gap between designed HR strategies and actual practices. For example, innovation-based competency development strategies are often hampered by a conservative and change-resistant work culture (Sangapan, L. H, et al., 2025). Here are some steps that can be taken to implement an organizational culture that supports employee performance:

- a. **Understanding Company Values and Mission:** To understand the values and achieve the goals of the company's mission, it is necessary to clearly communicate the company's core values and mission to all team members. Ensure that all employees understand and accept these values as the foundation of the organization's culture.
- b. **Employee Involvement:** Involving employees in decision-making and strategic planning not only provides a sense of ownership in the company but also increases individual motivation and responsibility for the company's success.
- c. **Continuity of Organizational Culture:** Organizational culture must be part of every aspect of a company's operations, from recruitment and employee development to performance evaluation. Ensure that organizational culture is clearly integrated into all company activities.
- d. **Leaders Who Set an Example:** Company leaders must be role

models in implementing the organization's cultural values. They must demonstrate their commitment to that culture through their daily actions and behavior.

- e. **Recognition and Rewards:** Recognize and reward employees who demonstrate commitment and contribution to the organizational culture. This will encourage the adoption of that culture by other employees.
- f. **Commitment to Employee Development:** Provide appropriate training and development to employees to help them understand and apply the organizational culture in their daily work.
- g. **Openness and Effective Communication:** Create an open work environment and promote effective communication between management and employees. This allows for constructive feedback and strengthens the organizational culture.
- h. **Evaluation and Correction:** Conduct regular evaluations of the implementation of organizational culture and identify areas where improvements are needed. Timely corrections will help ensure that the organizational culture continues to evolve in line with the company's needs.

By consistently implementing these steps, companies can build a strong and supportive organizational culture, which in turn will improve employee performance and productivity. Implementing job satisfaction measures for employee performance at PT. Traktor Kuning Deli Serdang can be a crucial factor in

increasing productivity, loyalty, and work quality. Here are some common steps a company can take:

- a. **Direct Observation and Discussion with Employees:** Management can conduct direct observations in the work environment and hold informal discussions or open forums to hear employees' experiences and perspectives regarding job satisfaction. This includes topics such as the work environment, relationships between colleagues, the appraisal system, role clarity, and career development opportunities.
- b. **Analysis of Findings and Corrective Actions:** Based on the observations and discussions, management can identify areas that require improvement. The company then develops concrete steps, such as improving inter-team communication, adjusting workloads, or implementing training programs to support employee development and increase job satisfaction.
- c. **Improving the Work Environment:** Companies can focus on creating a work environment that supports and motivates employees. This can include aspects such as work-life balance, comfortable facilities, support for professional development, and promoting fairness and cooperation in the workplace.
- d. **Rewards and Recognition:** Recognizing employees' outstanding contributions and rewarding them for their achievements can increase job satisfaction and motivation. These rewards can take the form of performance bonuses, annual

awards, public recognition, or the opportunity to lead important projects.

- e. **Balance between Challenge and Support:** It's important for companies to find a balance between providing motivating challenges and providing necessary support for employees. Challenges that match employees' abilities and adequate support from management can increase a sense of accomplishment and job satisfaction.
- f. **Skills and Career Development:** Providing opportunities for employees to develop their skills and advance their careers within the company can increase job satisfaction. This can be done through training and development, mentoring programs, or internal promotions.
- g. **Individualized Approach:** Recognizing that each employee has different needs and preferences, companies can adopt an individualized approach to employee management. This involves understanding the needs and aspirations of individual employees and creating an environment that allows them to reach their full potential.

By implementing these steps effectively, companies can improve their employees' job satisfaction, which in turn can have a positive impact on employee performance and the overall success of the company. From this study, it can be concluded that the implementation of an effective organizational culture in improving employee performance in a company, by presenting several steps that can be

taken to implement it. The following is a study relevant to Job Satisfaction and Organizational Culture through Employee Performance at PT. Traktor Kuning Deli Serdang: Qualitative descriptive research on the process of implementing organizational culture in the non-profit organization "Ubah Stigma" which introduced the cultural values of TIPECC (Teamwork, Integrity, Passion, Excellence, Community, Compassion). This study uses the concept of organizational culture implementation according to Robbins (1998) and found that implementation is carried out through learning and adaptation stages with methods such as characterization, role models, symbols and slogans, routines, and rewards and punishments. This study provides an overview of how cultural values are internalized and implemented in organizations to improve the quality of performance and sense of belonging of members. This research is highly relevant for companies managing football clubs, as values such as teamwork, passion, and excellence are crucial in the context of sports and team management. Furthermore, the study of organizational culture in amateur football clubs provides important guidance in strengthening key organizational aspects that can improve club performance and member satisfaction.

2. Obstacles to Job Satisfaction and Employee Performance at PT. Traktor Kuning Deli Serdang

PT. Traktor Kuning Deli Serdang faces several obstacles in implementing job satisfaction towards employee performance in its management process. The Theory of Constraints is a management

philosophy and method introduced by Dr. Eliyahu M. Goldratt through his book *The Goal* in 1984. This theory aims to help organizations achieve their goals sustainably by identifying and managing constraints that limit organizational performance. General steps that can be taken by companies to improve employee job satisfaction include measuring job satisfaction, analyzing and taking corrective actions, improving the work environment, providing rewards and recognition, balancing challenges and support, developing skills and careers, and individualizing approaches. The job satisfaction program at PT. Traktor Kuning Deli Serdang faces several obstacles, including a lack of management awareness and commitment, limited resources, low employee participation rates, program incompatibility with the company culture, lack of evaluation, and lack of communication and transparency. Addressing these obstacles requires commitment and joint efforts from management and employees to create a work environment that promotes satisfaction and high performance. However, in the steps above, there are several points that are not implemented by PT. Yellow Tractor Deli Serdang. The steps not implemented by PT. Yellow Tractor Deli Serdang were caused by several obstacles that occurred within the company. The following obstacles occurred within PT. Yellow Tractor Deli Serdang that resulted in the implementation of an organizational culture that supports employee performance not being carried out properly.

The organizational culture implemented by PT. Traktor Kuning

Deli Serdang is still considered to use hereditary methods, where workers or employees come from government agencies, where employees do not know how to carry out their work according to their respective fields and also the officials of PT. Traktor Kuning Deli Serdang are considered to be the same people because the employee recruitment method still uses sources from within the organization (internal), in line with the journal reference that I quoted, namely according to (Putri & Nasution, 2022) "In the employee recruitment process, sources are used from within the organization (internal) and outside the organization (external). For internal sources, it can be seen from the existence of employees who have experienced promotions due to their achievements or expertise." Therefore, the culture of PT. Traktor Kuning Deli Serdang is still considered lagging behind compared to similar PTs. Based on the results of interviews with the deputy manager of PT. Traktor Kuning Deli Serdang (Rudi Siregar), head of IT (Muhammad Alta) and one of the employees (Yoga Panjaitan), there are several factors that serve as benchmarks, but are very different from PT. Traktor Kuning Deli Serdang today, namely as follows:

1. Timely Salary Payment: The goal of a soccer player playing for a team is to receive their salary. However, salary payments at PT. Traktor Kuning Deli Serdang have consistently encountered obstacles. This inevitably impacts the emotional and psychological development of players, resulting in less than optimal performance in matches. This is because players are

active subjects, not company objects.

2. Underdeveloped leadership methods: In this modern era, a club must be led by a modern system so that the football club managed by PT. Traktor Kuning Deli Serdang can follow existing trends. This is because several aspects are not being implemented, including social media, share releases, and sponsorships.

Based on the results of the interviews, it can be concluded that the organizational culture at PT. Traktor Kuning Deli Serdang is not implemented well because the culture is often implemented from generation to generation, so that employee performance at PT. Traktor Kuning Deli Serdang is hampered by the existence of this organizational culture. There are also several challenges that may be faced by companies with an inherited organizational culture, such as a lack of flexibility to change, resistance to new innovations and the risk of stagnation or the inability to develop quickly in accordance with companies that do similar things. Therefore, it is important for companies to continue to pay attention to the evolution of their organizational culture and be open to the necessary changes to maintain their relevance and competitiveness. However, an inherited organizational culture is also part of the company's heritage. This can be a strength in maintaining the company's identity in the market and in building long-term relationships with related stakeholders. However, there are several obstacles when

implementing a job satisfaction program on employee performance at PT. Traktor Kuning Deli Serdang. Based on the interview results, the following obstacles occurred within PT. Traktor Kuning Deli Serdang that caused the implementation of a job satisfaction program that supports employee performance not to be implemented properly:

1. Lack of Management Awareness and Commitment: At PT. Traktor Kuning Deli Serdang, commitment is not fully held by internal management, but there is interference from other parties, for example shareholders and donors, therefore decisions are not entirely taken by internal management. Therefore, the implementation of the job satisfaction program at PT. Traktor Kuning Deli Serdang will be difficult to achieve because decisions from related parties are not in line.
2. Resource Limitations: Implementing a job satisfaction program requires the allocation of resources such as time, money, and labor. PT. Traktor Kuning Deli Serdang experienced constraints in allocating these resources, particularly budget constraints or team limitations.
3. Low Employee Participation Level: Basically, employees at PT. Traktor Kuning Deli Serdang also serve in government agencies in Deli Serdang district, so employees do not feel involved in the process of developing job satisfaction

programs because they have other obligations in the agency, so they may not make good use of it.

4. Program Incompatibility with Company Culture: Job satisfaction programs that are not in line with company culture or the values held by employees due to inherited organizational culture cause management to fail to achieve its goals.
5. Lack of Evaluation: The lack of evaluation of the program's effectiveness by PT. Traktor Kuning Deli Serdang management makes it difficult to determine whether the program is successful or not.
6. Lack of Communication and Transparency: It is important to communicate openly with employees about the goals, benefits, and processes of the job satisfaction program. However, communication within PT. Traktor Kuning Deli Serdang lacks transparency, leading to distrust and uncertainty among management.

Addressing these obstacles requires a commitment and joint effort from management and employees to create a work environment that promotes satisfaction and high performance. It can be concluded that PT. Traktor Kuning Deli Serdang faces obstacles in implementing an organizational culture that supports employee performance. These obstacles include the use of inherited methods in the organizational culture, the lack of timely salary payments that

affect employee motivation, and the lack of development in leadership methods in line with existing trends.

This indicates that the company may struggle to adapt to change and lack flexibility in responding to new innovations. However, a deeply held organizational culture can also be a strength in maintaining a company's identity in the marketplace and building long-term relationships with stakeholders. Therefore, it is crucial for companies to pay attention to the evolution of their organizational culture and be open to the changes necessary to remain relevant and competitive.

CONCLUSION

Based on the results of the analysis and interviews, it can be concluded that the organizational culture at PT. Traktor Kuning Deli Serdang is not implemented well and has not run optimally in supporting the improvement of employee performance, because the culture is often implemented from generation to generation so that employee performance at PT. Traktor Kuning Deli Serdang is hampered by the existence of this organizational culture. The implementation of organizational culture and job satisfaction at PT. Traktor Kuning Deli Serdang which is still hereditary and does not keep up with the times, hinders the company's flexibility in adapting and innovating. The less open internal recruitment process also narrows the opportunity for the emergence of new ideas from outside the organization. There are also several challenges that may be faced by companies with hereditary organizational cultures, such as lack of flexibility to change, resistance to new innovations and the risk of stagnation

or the inability to develop quickly in accordance with companies that do similar things.

On the other hand, employee job satisfaction is also hampered by various obstacles, particularly related to salary arrears, a lack of internal management commitment, and limited resources. Employees holding dual roles in other agencies contribute to low participation in internal company programs. Furthermore, opaque communication and minimal program evaluations leave employees feeling excluded from decision-making, which ultimately negatively impacts their motivation and productivity.

SUGGESTION

1. Organizational Culture Reform:

PT. Traktor Kuning Deli Serdang is advised to update its organizational culture by adopting modern principles that encourage collaboration, innovation, and flexibility, without abandoning its core corporate identity.

2. Evaluation of Recruitment System:

Companies need to open up their recruitment systems to be more competitive and professional, so that strategic positions are filled by individuals who possess the competencies needed by the current industry.

3. Improving Job Satisfaction Management:

Management needs to ensure that basic employee rights, such as timely salary payments, are met as a form of appreciation for employee contributions and to maintain their psychological stability.

4. Improved Communication and Transparency:

Internal communications need to be improved to be more

open and two-way. This is crucial for building trust between management and employees.

5. Optimization of Evaluation and Participation:

Job satisfaction programs and organizational culture need to be evaluated periodically, involving employees in the improvement process so they feel valued and motivated.

6. Investment in Human Resources Development:

Companies should focus more on continuous training and career development to improve employee competence and loyalty.

By gradually implementing these updates and improvements, PT. Traktor Kuning Deli Serdang is expected to improve employee performance through a healthy organizational culture and greater job satisfaction.

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