

# THE EFFECT OF ORGANIZATIONAL CULTURE AND MOTIVATION ON EMPLOYEE PERFORMANCE MEDIATED JOB SATISFACTION AT THE INDUSTRY AND TRADE DEPARTMENT OF BALI PROVINCE

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## Abstract

This study aims to examine the effect of organizational culture and motivation on employee performance mediated by job satisfaction at the Bali Province Industry and Trade Office, the sample of this study was 80 employees at the Bali Province Industry and Trade Office. Analysis The technique used in this research is Smart-software PLS (Partial Least Square). The results show that organizational culture and motivation have a positive and significant effect on job satisfaction. The results show that organizational culture and motivation have a positive and significant effect on employee performance, job satisfaction has a positive and significant effect on employee performance

**Keywords:** organizational culture, motivation, job satisfaction and employee performance.

## INTRODUCTION

Employee performance is a very important factor for a company. Performance as an embodiment of an employee's work behavior that is displayed as work performance in accordance with his role in a company within a certain period of time. This is because the performance of employees as a determinant of the success and survival of the company. In every organization, people are one of the most important components in reviving the organization. This must be supported by good performance because without good performance, the organization will not achieve its goals.

Today human resources have an important position for an organization or company. Human resources, in this case employees with high performance, play a dominant role in running the company's operations and achieving the goals that have been set. Therefore, organizations need to respect all aspects of employees in order to create quality human resources and superior performance.

The phenomenon in the field that shows a decrease in employee performance is caused by several things, but in this study it can be seen from the work achieved by an employee that has not shown optimal results, where the tendency of employees to work is less than optimal so that the quality of their work decreases. In addition, the behavior of individual employees is less care on the results of his work, causing activities in his work in the office to become disorganized optimal, and this has become the nature of the employee that must be avoided.

One of the external factors that affect employee performance is organizational culture. Organizational culture is the values that develop in an organization, where these values are used to direct the behavior of members of the organization. To understand the relationship

between employee performance and organizational culture, research must be carried out, because it is an important factor that is proven that individual performance is very important for organizational success. A strong culture will make it easier to communicate openly and participate efficiently in decision making to explore ideas and Skills them (Shahzad, Iqbal, & Gulzar, 2013).

An organization needs a strong organizational culture so that the existing values can be truly understood and applied in depth, embraced and fought for by employees in order to achieve good and optimal performance. Hakim (2015) stated that organizational culture has a linear relationship with performance, so the better the organizational culture will be followed by an increase in employee performance.

Studying organizational culture will have an impact and is related in many ways, including: increasing work motivation, influencing employee performance and building insight into employee excellence. Organizational culture is said to provide guidelines for an employee how he perceives the cultural characteristics of an organization. Organizational culture at the Department of Industry and Trade Province Bali cannot be said to be good because there is no spirit of gotong royong, togetherness, poor communication, the decline productivity work and not responsive employee with the development of the company.

Rumukaun et al. (2015) stated that organizational commitment is a mediating variable of the influence of employee competence on performance, strong employee competence will affect higher organizational commitment, and higher organizational commitment can improve employee performance. Patulak et al. (2013) concluded that organizational culture is part of the continuity of the organization which is formed from the attitudes and behavior of members of the organization, culture can shape the commitment of its members. Members of the organization who have a strong commitment will work with dedication so as to produce good performance.

A strong culture will strengthen existing human resources in an organization and will improve employee performance (Rivai and Basri, 2005). Uddin (2013) and Hakim (2015) state that organizational culture can be used as a management tool to achieve efficiency, effectiveness, productivity, work ethic and can influence employee attitudes and behavior in an effort to achieve organizational goals. Organizations that have a strong culture will be able to improve employee performance, foster a spirit of togetherness among its members, increasing a sense of comfort and loyalty to the organization and able to improve organizational performance.

Research conducted by Sutrisno (2009) entitled the influence of organizational culture, work stress and commitment to employee performance which found that organizational culture variables had a positive and significant effect. To employee performance. Whereas research conducted by Edward (2016) entitled the influence of leadership, work orientation and organizational culture on employee performance which found that organizational culture variables had no effect to performance employee. Research conducted by Ratna (2017) entitled the influence of leadership style, organizational culture and organizational commitment on

performance employee found that the cultural variable organization positive and significant effect on employee performance.

Another thing that affects performance is motivation. Cong and Van (2013) define motivation asset the factors that cause a person or employee to perform their duties in a special way. Motivation has the potential to be one of the most important tools in the form of job satisfaction and influence performance employee. Employee with motivation those who are high will be passionate about work, it will be able to increase performance (Beal and Steven, 2017). Employee which motivated will feel satisfaction at work so able improve the performance them and take effect in provide services (Sarwar daan Abugere, 2013) to Public in accordance with the main tasks and functions of each department.

Motivation is a condition or energy that moves employees towards maximum performance. Motivation is the biggest factor that affects the performance of employees of the Bali Province Industry and Trade Office after work discipline and work climate. Based on the results of a survey conducted, some of the employees stated that they tend to have no motivation to work better in order to get awards or achievements in their work. This is due to the absence of special bonuses or rewards for employees who work better. When an employee does a task that is not in accordance with the stipulated provisions or the employee makes a mistake, the supervisor only gives a warning, not giving strict sanctions in the form of salary cuts or dismissals.

According to Robbins and Judge (2015) motivation is a process that describes a person's strength, direction and persistence in efforts to To achieve goals, motivation is a condition (energy) that moves within individuals directed towards achieving organizational goals. Motivation arises from two drives, namely encouragement from within oneself (internal motivation) and encouragement from outside themselves or other parties (External motivation). The level of motivation is low, medium and high. Differences in the level of individual motivation in organizations greatly affect work results and even performance within the organization (Robbins, 2009).

The motivation of employees at the Bali Provincial Office of Industry and Trade is very lacking because in carrying out tasks they often wait for instructions from the leadership while all employees have received clear delegation of tasks according to their respective jobs, this means that the motivation of employees is not as expected. This of course has a negative impact on employee performance, because the initiative has not been able to be taken by employees so that it will lead to wasted work time in vain.

Research conducted by Nugroho (2014) with the title analysis of the influence of work motivation, career development and leadership on job satisfaction found that the motivation variable had a positive and significant effect on job satisfaction. While the research conducted by Utama (2012) with the title the influence of motivation, environment Job satisfaction, competence and compensation on employee satisfaction and performance found that the motivation variable had no effect on job satisfaction. Research conducted by Riana (2015) with the title the influence of motivation on job satisfaction and employee performance found that the motivation variable had a positive and significant effect on job satisfaction.

Research conducted by Selvia (2014) with the title the effect of motivation, work discipline and work environment on employee performance found that variable influential motivation positive and significant to employee performance. While the research conducted by Mutia (2018) with the title the influence of motivation, competence, organizational commitment through job satisfaction on employee performance found that the motivation variable had no effect on performance employee. Research conducted by Hanafi (2017) with the title the influence of motivation and work environment on performance employee with job satisfaction as variable mediation found that the motivation variable had a positive and significant effect on employee performance.

Job satisfaction is an emotional attitude that is pleasant and loves his job. This attitude is reflected by work morale, discipline and work performance. Job satisfaction is enjoyed at work, outside work and a combination of the two (Hasibuan, 2006). According to (Martoyo2000) the problem of job satisfaction will be implemented and fulfilled if several variables that influence it support such as organizational culture and motivation. Factors that affect job satisfaction can arise from cultural variables organization and motivation.

Research conducted by Helmy (2010) with the title of the influence of motivation, organizational culture on job satisfaction and employee performance found that the variable job satisfaction has a positive and significant effect on employee performance. Meanwhile, research conducted by Rifky (2009) with the title of work ethic, motivation and attitudes on organizational culture on performance and job satisfaction found that the performance variable had no effect on job satisfaction. Research conducted by Atmojo (2012) entitled the effect of transformational leadership on job satisfaction, commitment organizational and employee performance found that the variable job satisfaction has a positive and significant effect on employee performance.

According to Robbins (2010), the strength of corporate culture will result in good company performance, because of the assumption that a strong culture is a culture that in stills core values firmly and is widely accepted among employees. The higher the acceptance rate of the employee to core the core values of the organization and the greater their commitment to these values, the stronger the organizational culture. Organizational culture is a belief, feeling behaviour and symbol-symbol that characterizes an organization. More specifically, organizational culture is defined as the sharing of views, ideals, beliefs, feelings, principles, expectations, attitudes, norms and values of all members of the organization.

Research conducted by various previous experts such as the research conducted by Sawuwe (2018) with the title organizational culture and organizational culture stress work on job satisfaction and work productivity employee who found that the organizational culture variable had a positive and significant effect on job satisfaction. While the research conducted by Sopariyah (2018) with the title of the influence of leadership style and organizational culture on employee job satisfaction found that organizational culture variables had no effect on job satisfaction. Research conducted by Juan Gabriel (2018) with the title the influence of leadership, organizational development and organizational culture on employee job

satisfaction found that organizational culture variables have a positive effect on job satisfaction.

The Research Gap of this study was obtained in research conducted by Setyaningsih, et al (2009: 17-30) showing that organizational culture, job satisfaction and motivation simultaneously and partially have a significant influence. Significant on employee performance. Bali Province Industry and Trade Office The same results were also obtained in Ojo's research (2009), that there is a positive relationship between corporate culture and performance and there is also a positive relationship between cultures company with productivity organization/ company, while research by Trang, et al. (2013), the results in his research that there is a positive influence between work motivation and organizational learning on performance. However, it is different from the results of research by Syauta, et al (2012: 69-76) that organizational culture does not directly affect employee performance, but organizational culture can affect performance if mediated by job satisfaction.

The above conditions make researchers interested in conducting research related to the influence of organizational culture to performance employee with job satisfaction as a mediating variable that takes the object of research at the Bali Provincial Industry and Trade Office, where this study is entitled "The Effect of Organizational Culture and Motivation on Employee Performance Mediated by Job Satisfaction at the Bali Provincial Industry and Trade Office.

## LITERATURE REVIEW

### 1) The Influence of Organizational Culture on Job Satisfaction

Organizational culture is said to provide guidance for an employee how he perceives the cultural characteristics of an organization. Values needed by employees in working, interacting in groups with systems and administration, and interacting with superiors. Organizational culture can increase employee job satisfaction. Robbin (2001) states that someone who has high job satisfaction tends to behave positively towards his job, and vice versa someone who is dissatisfied tends to have a negative attitude towards his job.

Research conducted by Sasue (2018) with the title "The Influence of Organizational Culture and Stress Work against Job Satisfaction and Productivity Employees of PT Air Manado" which stated that the organizational culture and stress positive and significant effect on job satisfaction.

It is the same with research conducted by Gabriel (2018) with the title "The Influence of Leadership, Organizational Development and Organizational Culture on Employee Job Satisfaction at the Education and Culture Office of Manado City" which states that the variables of leadership, organizational development, and organizational culture have a positive and significant effect. On job satisfaction.

Likewise with the research conducted by Maryam (2017) with the title "Influence Of Organization Culture and Leadership Style on Employee Satisfaction, Commitment and

Motivation in the Education Sector in Qatar” states that organizational culture and style leadership positive and significant effect on employee satisfaction. Based on the results of these previous studies, it was formed hypothesis the following:

**H1: Organizational culture has a positive effect on job satisfaction.**

## **2) The Effect of Motivation on Job Satisfaction**

High self-motivation employee is capital for a company to be able to realize high job satisfaction, this is certainly a hope which the company wants to achieve. Companies can choose how to motivate employee quickly and according to the situation and conditions of the company. According to Rivai (2008) which states that the relationship between motivation and job satisfaction is when individuals are motivated, they will make better choices positive to do something, because it can satisfy their desire. Motivational relationship to job satisfaction is the driving force get attempt to do or play a need or destination called motivation.

Employees are actors who support the achievement of goals. To develop positive attitudes that will direct employees to achieve company goals, motivation must be increased, in this case both external motivation and internal motivation. Motivation is drives, efforts and desires that exist in humans that will direct behaviour to do a task or job well, while satisfaction is an attitude that shows a match between expectations and expected results.

Research conducted by Tulhusnah (2018) with the title "The Influence of Leadership and Motivation on Job Satisfaction and Performance" Employee at the District National Land Agency Office Situbondo” which states that Leadership and Motivation have an effect on Job Satisfaction.

The same is true of research conducted by Riana (2015) with the title "The Influence of Motivation on Job Satisfaction and Performance "Employee Civil Service (PNS) at the Nusa Dua Bali Tourism College” which stated that Motivation and Motivation had an effect positive and significant to job satisfaction.

Likewise, research conducted by Gitani (2018) with the title "Mediating Effect of Intrinsic Motivation on the Relationship between Islamic Work Ethic, Job Satisfaction, and Organizational Commitment in Banking Sector" which states that motivation influences positive and significant to job satisfaction. Based on the results of these previous studies, the following hypothesis was formed:

**H2: Influential motivation positive on job satisfaction.**

## **3) Cultural Influence Organization to Employee Performance.**

According to Gibson (2004), employees or employees are the driving force of the organization's operations, if performance employee good, then the performance of the organization will increase. Many factors influence employee performance wrong the only one culture organization. Culture organization as a general perception shared by all members of the organization, so that every employee who becomes a member of the organization will have values, faith and behaviour according to the organization. According to Robbins (2010) who

revealed that a strong organizational culture is needed to improve performance employee which in turn will affect the overall performance of the organization. Therefore, every organization needs to form a strong organizational culture.

Research conducted by Ratna (2017) with the title "The Influence of Leadership Style, Organizational Culture and Organizational Commitment on Employee Performance at the Mamuju Regency Agriculture Office" which states that Leadership, Organizational Culture and Organizational Commitment have an effect on positive and significant to employee performance.

Same with research which carried out by Rosyidah (2016) with the title "The Influence of Job Satisfaction and Organizational Culture on Employee Performance through Organizational Commitment in Public Service Units in Jember Regency" which states that Job Satisfaction and Organizational Culture influence positive and significant to employee performance.

Likewise, research conducted by Pawirosumarto (2017) conducted a study entitled "The Influence of Organizational Culture on the Performance of Employees at University of Mercu Buana" which states that organizational culture influences positive and significant to employee performance. Based on the results of these previous studies, the following hypothesis was formed:

**H3: Organizational culture has a positive effect on employee performance.**

#### **4) The Effect of Motivation on Employee Performance**

According to Robbins (2010) states that to maximize motivation, employees need to perceive that the effort expended leads to a performance evaluation that is expected to produce appropriate rewards. Work motivation is an urge to do some work. Motivation is closely related to a person's performance or ability. Basically, someone's work motivation is different. There are high work motivation and low work motivation. If the work motivation is high, it will have an effect on high performance, and conversely if the motivation is low it will cause a person's performance to be low.

If employees have high work motivation, they will work hard, diligently, happily, and with high dedication so that the results are in accordance with the goals to be achieved. Crave appreciate the results of their work and expect appropriate rewards. In other words performance employees will easily reach the expected level if supported by high motivation. Good motivation can also support the success of a company in achieving its goals.

Research conducted by Selvia (2014) with the title "The Influence of Motivation, Work Discipline and Work Environment on Employee Performance at PT. Inti General Yaja Steel Semarang" which states that motivation, work discipline and work environment have a positive and significant effect on employee performance.

The same is true of research conducted by Hanafi (2017) with the title "The Influence of Motivation and Work Environment on Employee Performance with Job Satisfaction as Mediation at PT. BNI Life Insurance" which states that the variables of motivation, and work environment have a positive and significant effect on employee performance.

Likewise, research conducted by Rita (2018) with the title "Moderating Effect of Organizational Citizenship Behavior on The Effect of Organizational Commitment, Transformational Leadership and Work Motivation on Employee Performance" which states that Moderation of citizenship organizational behavior, transformational leadership commitment and motivation have an effect on positive and significant on employee performance. Based on the results of these previous studies, the following hypothesis was formed:

**H4: Motivation has a positive effect on employee performance.**

**5) Effect of Job Satisfaction to Employee Performance.**

Job satisfaction employee plays a very vital role in the performance of an organization. It is important to know how employee could maintained by keeping them satisfied and motivated to achieve extraordinary results. Targets and achievements depend on employee satisfaction and in turn contributes to the success and growth of the organization, improving productivity, and improve the quality of work (Latif, et al 2013).

If the award is perceived as fair and adequate, job satisfaction increases because they receive an award in proportion to their work performance. Condition of satisfaction or dis satisfaction work becomes feedback that will affect work performance in the future. In addition, working conditions, a comfortable working environment, and career opportunities can also be influence performance an employee. So, if an employee who has satisfaction o her job could prove performance generated it gets good.

Research conducted by Atmojo (2012) with the title "The Influence of Transformational Leadership on Job Satisfaction, Organizational Commitment and Employee Performance" which states that leadership transformational, organizational commitment and job satisfaction have an effect positive and significant to employee performance.

Similarly, research conducted by Afshar and Doosti (2016) entitled "Investigating The Impact of Job Satisfaction/Dissatisfaction on Iranian English Teacher Job Performance " which states that job satisfaction has an effect on positive and significant to employee performance.

Likewise, the research conducted by Chandra and Priyono (2016) with the title "Influence of Leadership Style, Work Environment and Job Satisfaction of Employee Performance Studies in the School of SMPN 10 Surabaya" which states that the variables of leadership style, work environment and job satisfaction have an effect on positive and significant to employee performance. Based on the results of these previous studies, then be formed hypothesis the following:

**H5: Job satisfaction has a positive effect on employee performance.**

**6) The effect of job satisfaction mediates the influence of organizational culture on employee performance.**

Organizational culture becomes a code of conduct for its members who are unconsciously applied in carrying out their activities. The importance of organizational culture in relation to



employee performance is reinforced by Robbins' (2004:60) statement that in fact, one study of organizational culture suggests that employees in companies with strong cultures are more committed to their companies than employees in companies with weak cultures. Companies with strong cultures will also use their recruitment efforts and outreach practices to build employee commitment. And a growing body of evidence suggests that a strong culture is associated with high organizational performance.

Research conducted by Ojo (2009), obtained research results that showed a positive relationship between corporate culture and performance and there was also a positive relationship between corporate culture and performance. Productivity organization/company. The similarities in the variables studied are the influence of corporate culture on performance, but the difference does not examine the effect of motivation on performance.

Similarly, research conducted by Ehtesham, et al. (2011), the results of the study show that there is a positive relationship between organizational cultural values and the performance of management practices at a confidence level of 0.99. Similarities exist in organizational culture variables, and differences do not examine performance management practices.

Likewise research conducted by Syauta, et al. (2012), with research results showing that organizational culture does not directly affect employee performance. Organizational culture can affect performance if it is mediated by job satisfaction. While organizational commitment has an effect significant on employee performance directly or indirectly through job satisfaction. The differences with the research that will be conducted include the research variables, namely organizational commitment and job satisfaction, and the methods used by PLS (Partial Least Square) and Sobel Test. Equality lies in the variables studied, namely the organizational culture. Based on the results of these previous studies, then be formed hypothesis the following:

**H6: Organizational culture does not directly affect employee performance. Organizational culture can affect performance if mediated by job satisfaction.**

**7) The effect of job satisfaction mediates the effect of motivation on employee performance.**

Research conducted by Handoko (2000: 193), job satisfaction (job satisfaction) is an emotional state that is pleasant or unpleasant how employees view their work. Job satisfaction is a positive emotion or feeling of pleasure of an employee towards a job that is being done and his work experiences. Meanwhile, according to Gibson (in Riani, 2011: 123-124), job satisfaction is one of the psychological factors that affect employee performance.

Likewise, according to Malay SP Hasibuan (2003:203), the factors that influence job satisfaction are compensation and work motivation.

Based on this statement, it can be concluded that job satisfaction mediates the effect of compensation and work motivation on employee performance so it must be considered by the company because it will affect employee performance. Based on the results of these previous studies, then be formed hypothesis the following:

**H7: Job satisfaction acts as a mediating variable between work motivation and employee performance.**

**METHOD**

This research is a quantitative research in the form of associative. Quantitative research is a research that emphasizes theory testing through measurement of research variables with numbers and data is analysed using statistical procedures. Sugiyono, (2013) states that associative research is research that aims to show the relationship between among two or more variables, in this study the variables tested were the influence of organizational culture and motivation to performance employee with satisfaction as a mediating variable.

The research was conducted at the Bali Province Department of Industry and Trade. Object the research is an employee who works at the Bali Province Department of Industry and Trade. The variables involved and used in this study are as follows: Exogenous variables in this study is Organizational Culture (X1) and Motivation (X2). The endogenous variable in this study is Job Satisfaction (Y1) and Performance Employee (Y2). Intervening variable is an intermediate variable which lies between the independent variable (independent) and the variable bound (dependent) so that the independent variable does not directly affect the emergence or change of the dependent variable. The intervening variable (mediation) in this study is job satisfaction (Y1).

Analysis technique inferential used to test the empirical models and hypotheses proposed in study this. The analysis technique used is a structural equation model (Structural Equation Modeling-SEM) based on variance or component based SEM, known as Partial Least Square (PLS) is a powerful analytical method, because it does not assume the data must use a certain scale measurement, is used on a small sample size (30-50<100 units), and can also be used to confirmation theory (Ghozali, 2014) Hair et al., 2014).

**RESULTS AND DISCUSSION**

**ANALYSIS RESULTS**

**Table 1: Hypothesis Testing Results**

	<b>Path coefficient (Bootstrapping)</b>	<b>T-Statistics</b>	<b>Sig</b>	<b>Conclusion</b>
Organizational culture → Job satisfaction	0.149	19,729	0.003	H1 Accepted
Motivation → Job satisfaction	0.707	39,419	0.000	H2 Accepted
Organizational culture → Employee performance	0.505	9,694	0.001	H3 Accepted
Motivation → Employee performance	0.366	11,512	0.007	H4 Accepted
Job satisfaction → Employee performance	0.190	17,793	0.003	H5 Accepted

Source: 2022 data, processed

**Table 2: Recapitulation of Testing Results of Job Satisfaction Mediation Variables**

No	Mediation of Organizational Commitment Variable (Y1) on:	Effect				Note:
		(A)	(B)	(C)	(D)	
1	Organizational Culture (X1)→Employee performance (Y2)	0.552 (Sig)	0.081 (Sig)	0.272 (Sig)	0.298 (Sig)	Partial Mediation
2	Motivation (X2)→Employee performance (Y2)	0.201 (no.Sig)	0.184 (Sig)	0.617 (Sig)	0.298 (Sig)	Partial Mediation

Source: 2022 data, processed

## DISCUSSION

Based on the results of the PLS analysis, this section will discuss the results of the calculations that have been carried out. This study aims to determine the effect of Organizational Culture and Motivation on employee performance through Job Satisfaction at the Bali Provincial Industry and Trade Office. Testing is shown through existing hypotheses so that they can find out how the influence of each variable on the other variables.

### 1) The Influence of Organizational Culture on Job Satisfaction

The results of statistical data analysis show that Organizational Culture has a positive and significant effect on Job Satisfaction so that the analysis of this research model shows that the more precise the implementation of Organizational Culture will lead to good employee job satisfaction.

Organizational culture is said to provide guidance for an employee how he perceives the cultural characteristics of an organization. Values needed by employees in working, interacting in groups with systems and administration, and interacting with superiors. Organizational culture can increase employee job satisfaction. Robbin (2001) states that someone who has high job satisfaction tends to behave positively towards his job, and vice versa someone who is dissatisfied tends to have a negative attitude towards his job.

Research conducted by Sasue (2018) with the title "The Influence of Organizational Culture and Stress Work Against Job Satisfaction and Productivity Employees of PT Air Manado" which stated that the organizational culture and stress positive and significant effect on job satisfaction. The same is true of research conducted by Gabriel (2018) with the title "The Influence of Leadership, Organizational Development and Organizational Culture on Employee Job Satisfaction" which states that organizational culture has a positive and significant effect on job satisfaction. Likewise with research conducted by Maryam (2017) that organizational culture and style leadership positive and significant effect on employee satisfaction.

### 2) The Effect of Motivation on Job Satisfaction

The relationship between motivation and job satisfaction is that when individuals are motivated, they will make better choices positively to do something, because it can satisfy their desire. Motivational relationship to job satisfaction is the driving force to get an attempt to do or play a need or destination called motivation Rivai (2008).

Research conducted by Tulhusnah (2018) which states that Leadership and Motivation have an effect on Job Satisfaction. The same is true of the research conducted by Riana (2015) with the title "The Influence of Motivation on Job Satisfaction and Performance" Employee Civil Service (PNS) at the Nusa Dua Bali Tourism College" which states that motivation has an effect positive and significant to job satisfaction.

Likewise, research conducted by Gitani (2018) with the title "Mediating Effect of Intrinsic Motivation on the Relationship Between Islamic Work Ethic, Job Satisfaction, and Organizational Commitment in Banking Sector" which states that motivation influences positive and significant to job satisfaction.

### **3) The Influence of Organizational Culture on Employee Performance**

The results of statistical data analysis show that Organizational Culture has a positive and significant effect on employee performance so that the analysis of this research model shows that an appropriate Organizational Culture will lead to good employee performance. A strong organizational culture is needed to improve performance employee which in turn will affect the overall performance of the organization. Therefore, every organization needs to form a strong organizational culture. Robbins (2010).

Research conducted by Ratna (2017) that Leadership, Organizational Culture and Organizational Commitment have an effect positive and significant to employee performance. Likewise with research which conducted by Rosyidah (2016) that Job Satisfaction and Organizational Culture have an effect positive and significant to employee performance. Likewise, the research conducted by Pawirosumarto (2017) that organizational culture has an effect on positive and significant to employee performance.

### **4) The Effect of Motivation on Employee Performance**

The results of statistical data analysis show that motivation has a positive and significant effect on employee performance (path coefficient of 0.296 with t-statistics value of 4.693) so that the analysis of this research model shows that good motivation will lead to good employee performance.

This research is in line with previous research conducted by Selvia (2014) which states that motivation, work discipline and work environment have a positive and significant effect on employee performance. The same is true of research conducted by Hanafi (2017) which states that the variables of motivation, and work environment have a positive and significant effect on employee performance. Likewise, research conducted by Rita (2018) which states that moderation of organizational citizenship behavior, transformational leadership commitment and motivation has a positive and significant effect on employee performance.

### **5) The Effect of Job Satisfaction on Employee Performance**

The results of statistical data analysis show that organizational commitment has a positive and significant effect on employee performance so that the analysis of this research model shows that good job satisfaction will lead to good employee performance.

Research conducted by Atmojo (2012) with the title "The Influence of Transformational Leadership on Job Satisfaction, Organizational Commitment and Employee Performance" which states that leadership transformational, organizational commitment and job satisfaction have an effect positive and significant to employee performance. Similarly, research conducted by Afshar and Doosti (2016) entitled "Investigating The Impact of Job Satisfaction/Dissatisfaction on Iranian English Teacher Job Performance" which states that job satisfaction has an effect on positive and significant to employee performance. Likewise, research conducted by Chandra and Priyono (2016) which states that the variables of leadership style, work environment and job satisfaction have an effect positive and significant to employee performance

#### **6) The Influence of Organizational Culture on Performance Through Job Satisfaction**

The results showed that job satisfaction can link the influence of organizational culture on employee performance. Organizational culture of an organization or company leader can affect employee loyalty to the organization or company and the quality of performance. Organizational culture is one of several factors that affect employee performance. Through Organizational Culture a leader can determine how to direct employees in achieving goals (Kasmir 2016).

The results of this study are in accordance with Azizi (2015) concluded that leadership style has a positive and significant effect on employee performance. Safitri's research (2014) states that job satisfaction can mediate the influence of organizational culture on performance. Fortune (2015) with the research title: The influence of organizational culture on employee performance with job satisfaction as a mediating variable. The results showed that organizational culture had a positive and significant effect on employee performance with job satisfaction as a mediating variable. Afriado (2019) with the research title The Effect of Organizational Culture and Organizational Commitment on Employee Performance with Job Satisfaction as Mediation. Organizational culture and organizational commitment have a positive and significant impact on employee performance with job satisfaction as a mediation. Likewise, the results of research by Pranita (2018) and Rezanto (2020) and Qorfianalda and Wulandari (2021) which also support the results of this study that organizational culture has a positive and positive effect. Significant and job satisfaction as a variable that is able to mediate the influence of organizational culture on employee performance.

#### **7) The Effect of Motivation on Performance Through Job Satisfaction**

The results showed that job satisfaction can mediate the effect of motivation on employee performance. Motivation is a basic characteristic of a person that allows them to perform superior performance in their work. Motivation is needed by organizations to support the successful implementation of work, and some organizations set the standards of motivation needed for their employees. Every organization or company will try to improve the performance of its employees to achieve predetermined organizational goals, one of which is by increasing employee motivation.

The results of this study are in accordance with previous research conducted by Hanafi (2017) with the title the influence of motivation and work environment on employee performance with job satisfaction as a mediating variable. The results of his research found that there was a positive and significant influence between job satisfactions on employee performance mediated by job satisfaction. The results of research by Lusri and Siagian (2017) and Mufarroha (2020) show that motivation has a positive and significant effect and job satisfaction is able to mediate the influence of motivation on employee performance.

## CONCLUSION

Based on the discussion of the research results, it can be concluded that, the influence of organizational culture and motivation on employee performance through job satisfaction, that organizational culture has a positive effect on job satisfaction, this indicates that the better organizational culture, the better job satisfaction. And vice versa, the less good the implementation of organizational culture is then less job satisfaction. Motivation has a positive effect on job satisfaction, this indicates that the better motivation the better job satisfaction. Vice versa, the lower the motivation then the lower job satisfaction. Organizational culture employee, this indicates that the more appropriate the implementation organizational culture, the better the employee's performance. And vice versa, the less appropriate the organizational culture the lower the employee's performance. Motivation has a positive effect on employee performance, this indicates that the better motivation employee the better the employee performance. Vice versa, the lower the motivation the lower the employee performance. Job satisfaction has a positive effect on employee performance, this indicates that the better job satisfaction, the better the employee's performance. And vice versa, the lower job satisfaction the lower the employee's performance. Job satisfaction can mediate the influence of organizational culture on employee performance, this indicates that job satisfaction be a variable connector organizational culture with performance with a partial mediating effect. Job satisfaction can mediate the influence of motivation to employee performance, this indicates that job satisfaction can be a variable link motivation with performance with a partial mediating effect.

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