

ORGANIZATIONAL CULTURE, EMPLOYEE COMPETENCE, WORK MOTIVATION, AND GOVERNMENT POLICY ON EMPLOYEE PERFORMANCE THROUGH JOB SATISFACTION

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Abstract

Employee performance is an essential issue from a practical and theoretical point of view because employee performance is not only influenced by the employee but is also determined by several factors, such as the organizational culture where the person works. This study aimed to determine the correlation between organizational culture, employee competence, work motivation, and government policies on employee performance through job satisfaction. The research was conducted using an experimental survey analysis method. The results showed that organizational culture affected employee competency, work motivation, government policies, and the work performance of the NTT Province Dispora employees at an average confidence level of 90%. Employee competence influences work motivation and employee job satisfaction but does not affect government policy and the work performance of Dispora employees in NTT Province. Work motivation affects employee job satisfaction but does not affect government policies and the performance of the NTT Province Dispora employees. Government policies do not affect the job satisfaction and employee performance of the NTT Province Dispora employees. Employee satisfaction affects the performance of the NTT Province Dispora employees at a confidence level of 95%. In this case, organizational culture variables, employee competence, employee motivation, and government policies significantly affect employee satisfaction at the 10% and 1% levels. This means that if there is a change in organizational culture, employee competence, employee motivation, government policies, employee performance will also change

Keywords: Organizational Culture, Employee Competence, Work Motivation, Government Policy, Employee Performance, Job Satisfaction

1. INTRODUCTION

Youth and sports are two different but interrelated entities in one unit because youth and sports function as instruments and pillars of nation-building (Nation and Character Building) and the Indonesian nation is no exception. Therefore, the development of youth and sports, as outlined in the youth and sports law, is an integral part of national development. In this case, youth and sports have a strategic position in national development, especially in realizing this national development. In an organizational context, the Human Resource Management (HRM) function and its practices are required to know the needs of employees and align employee needs with the expectations of companies or institutions to strive to take the best steps to encourage these needs to be fulfilled efficiently. Optimal (Muhdi, 2011). Today, the role of HRM is enormous, as evidenced by the competitive conditions faced by organizations that are very different from previous conditions. Such rapid changes in competition cannot be ignored. Therefore,

organizations and management experience change over time. Some of the things needed to improve employee performance are an excellent organizational culture and high organizational commitment. Human resources (HR) are valuable assets, so much money is invested in recruitment, selection, training, and development (Wehrich & Koonts, 1994). Furthermore, George Gamow (1991) in Taliziduhu Ndraha (2002) also argued that managing human resources is challenging because humans can be interpreted as a concept or fact, an idea or reality, a group (genus), or an individual. Humans are human beings who are unique and up to a specific approach to improving their performance.

Much research has been done on employee performance and is always ongoing for discussion. Employee performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skill, experience, sincerity, and time (Hasibuan, 2000). Mangkunegara (2000) states that performance results from work in terms of quantity and quality achieved by an employee in carrying out their duties according to their responsibilities. In short, performance is a combination of three essential factors: the ability and interest of a worker, the ability and acceptance of the explanation of delegation of tasks, and the role of workers.

Employee performance is an essential issue from a practical and theoretical perspective because employee performance is not only influenced by employees but is also determined by several factors such as the organizational culture where the person works (Chang & Lee, 2007). McClelland's study (1961) in Mangkunegara (2000) on "Achieving Society" found that values, beliefs, and ideology are important sources for a person's achievement to perform well. The relationship between performance and organizational culture from a theoretical point of view is still being debated in the organizational behavior literature. Employee engagement in large Japanese companies results from consistent norms, trust-based behavior, and interpersonal relationships (Cole, 2004).

In a study, research problems arise from research gaps, namely what has yet to be answered in previous research, or still requires further explanation, or there are contradictions in research results that differ from one another (Kartono, 1980). Therefore, this study will examine what research gaps existed in previous research related to the relationship between variables in this study. Research by Yohannas Oemar (2007), Siti Haerani et al. (2012), Gajendran and Brewer (2007), and Eddy Yunus (2010) states that a strong organizational culture will affect employee performance. Reio and Sutton's research (2006), Aris Wijayanto et al. (2011), and Nurita Adriani and Djumilah Zain (2010) show that high employee competence will affect employee performance. However, several other researchers prove otherwise. Lim B. (1995) and Fariansyah Hassan Basrie (2008) found that organizational culture has no significant effect on employee performance. Furthermore, Andrea Tutu, Ticu Constanti (2011), and Sandra, Sackey, and Falholm (2011) show that employee competence has no significant effect on employee performance. These findings show that there is still a research gap, where several things are the cause. Turns out that other researcher's state that a strong organizational culture will increase employee job satisfaction (Lee and Kamarul (2009), Rune Bjerke et al., (2007), Baek-Kyoo, Joo and Kathryn J. Ready (2012), Daulatram B. Lund (2003), Khalil M. Dirani (2009),

Siti Haerani et al., (2012), Lee Huy Hiing, Bellou (2010). Also, researcher Wen-Hwa Ko (2012) and Cetin et al. (2012) states that high competence will increase employee job satisfaction. Furthermore, researchers Karatepe et al. (2005), Jossy Mathew et al. (2012), Gu Zheng and Ricardo Chi Sen Siu (2009), and Rachid Zelfrane et al., (2008) found that employee job satisfaction increases will improve employee performance.

Based on this description, organizational culture, employee competence, work motivation, and government policies are thought to influence employee performance depending on employee job satisfaction. Therefore, in this study, employee job satisfaction is positioned as a mediating variable to explain the existence of this gap. This condition is in line with the situation at the Dispora in East Nusa Tenggara Province, which shows job satisfaction and poor employee performance, as previously stated.

2. METHODOLOGY

The approach used in this research is exploratory research. This is in line with Nazir (2005), who stated that the experimental survey method is often used to reveal facts, identify problems, and justify ongoing implementation. Thus, in line with this statement, this study aims to explain the influence of organizational culture, competence, work motivation, and government policies on the performance of the East Nusa Tenggara Province Dispora office employees.

This research was conducted in East Nusa Tenggara Province. The determination of the research location was carried out deliberately, considering that this area has great potential in the administrative sector, both in the utility sector and for development. Hence, it significantly contributes to improving employee performance in the future.

This research focuses on the Dispora area of East Nusa Tenggara Province. The researcher chose the location with considerations, among other things, namely the framework built and the variables that emerged could be carried out throughout Indonesia with different backgrounds but still on Civil Servant respondents. The next consideration is the ease of research to be able to obtain access to data. Easy to do because it is only done in related agencies, and the service office is expected to be able to contribute to improving its staff.

The population in this study were all civil servants who had been appointed as civil servants or were still on honorary status. Based on the number of employees in the population unit, it is necessary to take samples to facilitate the implementation of research. The reason for sampling is to understand the nature of the decision following their respective departments and positions so that researchers can quickly draw conclusions that can be generalized to the population. This is in line with Sekaran (2006), who explains that sampling can be carried out on a portion of the population due to the large size of the population and several inhibiting factors such as cost, time, human resources, and so on.

Based on this explanation, the sample must perform a representative procedure, accounting for accuracy and precision. The sample can be accurate if the sample statistics can predict the population parameters correctly. In contrast, the sample has an aspect of precision if it can

accurately reflect the reality of the population. This study used the Slovin method to determine the sample size. The Slovin method was used in this study with a precision of 5%.

According to the process of obtaining it, the two types of data collected are primary and secondary. Primary data collection was collected through field surveys and direct interviews with respondents. Interviews were conducted using tools such as questionnaires and tape recorders. Interviews help obtain first-hand (primary) data (Singarimbun & Effendi, 2006; Usman & Akbar, 2014). Collecting primary data using a questionnaire has advantages, including a list of questions that can be written carefully, allows many people to be involved, and allows interaction between researchers and respondents (Sekaran, 2006; Zulganef, 2008).

Interviews were used as one of the research data collection techniques because researchers wanted to find out from respondents in more depth about the variables of this study. Data analysis by collecting information through documents or archives in the form of reports or records available in the organization according to the problem. Direct observation of researchers as non-participants to complement the data obtained, both primary and secondary data.

Data analysis was performed using validity and reliability tests. The validity and reliability of an instrument item can be determined by comparing the Pearson product-moment correlation index with a significance level of 5%. If the significance of the correlation results is less than 0.05 (5%), then it is declared valid and vice versa invalid. This is in line with Sugiyono (2008), who stated that a valid instrument means that the measuring instrument used to obtain (measure) data is valid. Valid means that the instrument can measure what should be measured. Reliability is an index that shows the extent to which a measuring device can be trusted or relied upon.

The analytical method used to test the hypotheses in this study is a standardized path analysis or multiple regression techniques calculated through the SPSS 15.0 program. Averaging items analyze data and then averaged again within each indicator. From the average of these indicators, an analysis is carried out. Sugiyono (2008) describes descriptive statistics as statistics that are used to analyze data by describing or describing the data that has been collected as it is without intending to make general conclusions or generalizations.

3. RESULTS AND DISCUSSION

3.1 Validity and Reliability Test

Validity testing is conducted to determine whether a questionnaire is valid for each variable. The validity test that was carried out in this study is shown in the following table:

Table 1: Test results for the validity of variable items

Indicator	r count	r table	Description
X ₁₁	0.331	0.1975	Valid
X ₁₂	0.445	0.1975	Valid
X ₁₃	0.235	0.1975	Valid
X ₂₁	0.285	0.1975	Valid
X ₂₂	0.401	0.1975	Valid
X ₂₃	0.290	0.1975	Valid
X ₃₁	0.226	0.1975	Valid
X ₃₂	0.369	0.1975	Valid
X ₃₃	0.247	0.1975	Valid
X ₄₁	0.237	0.1975	Valid
X ₄₂	0.526	0.1975	Valid
X ₄₃	0.206	0.1975	Valid
X ₄₄	0.303	0.1975	Valid
y ₁₁	0.205	0.1975	Valid
y ₁₂	0.284	0.1975	Valid
y ₁₃	0.255	0.1975	Valid
Y ₂₁	0.305	0.1975	Valid
Y ₂₂	0.265	0.1975	Valid
Y ₂₃	0.212	0.1975	Valid

From the results of the validity test in the table above, the questionnaire containing these 6 variables was filled in by 99 respondents in this study. One way to determine which questionnaires are valid and which are invalid is to find out the table first. The formula for the r table is $df = N - 2$, so $99 - 2 = 97$, so the r table = 0.1975. From the results of the validity calculation in the table above, it can be seen that r count > r table so that all questionnaires are declared valid. This study had to do a reliability test to measure the consistency or not of the questionnaire in the study used to measure the effect of variable X on variables Y1 and Y2. Before conducting reliability testing, there must be a basis for decision-making, namely an alpha of 0.60. Variables are considered reliable if the variable value is more significant than > 0.60. If it is smaller than the variable under study cannot be reliable because it is < 0.60. The results of the reliability test can be seen as follows:

Table 2: Reliability Test Results

Variable	Cronbach's Alphaa	N of Items
Organizational Culture	0.838	3
Employee Competency	0.665	3
Motivation	0.724	3
Government Policy	0.900	4
Employee Performance	0.965	3
Employee Satisfaction	0.730	3

The reliability test results on organizational culture variables, employee competence, motivation, government policies, employee performance, and employee satisfaction show that

Cronbach's alpha in this variable is higher than > 0.60 . These results prove that all statements in the variable questionnaire are declared reliable.

3.2 Results of Regression Assumption Test analysis

Table 3: Kolmogorov Smirnov Test Results (KS)

		Unstandardized Residual
N		99
Normal Parameters ^a	Mean	.0000000
	Std. Deviation	.48365415
Most Extreme Differences	Absolute	.051
	Positive	.029
	Negative	-.051
Kolmogorov-Smirnov Z		.511
Asymp. Sig. (2-tailed)		.956
a. Test distribution is Normal.		

Based on the results of the analysis of the SPSS output table, it is known that the significance value of Asymp. Sig (2-tailed) is 0.956, which is greater than 0.05. So, the data is usually distributed according to the basis for decision-making in the Kolmogorov-Smirnov normality test above. Thus, the normality assumptions or requirements in the regression model have been fulfilled.

Table 4: Multicollinearity Test Results

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Organizational culture	.853	1.172
	Employee competency	.207	4.832
	employee motivation	.218	4.594
	Government policy	.923	1.084
	Employee satisfaction	.855	1.170

Based on the table above, the multicollinearity test can be said that there is no multicollinearity because the VIF value is < 10 and the tolerance value is > 0.10 , so it can be stated that the model does not experience symptoms of multicollinearity.

Table 5: Heteroscedasticity Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	-24.799	10.142		
	Organizational culture	.459	.005	.019	2.292
	Employee competency	.990	.178	.373	5.569
	employee motivation	1.108	.128	.578	8.624
	Government policy	9.726	2.378	.274	4.090
	Employee satisfaction	.479	.212	.151	2.255
a. Dependent Variable: abs_REG					

The results of the heteroscedasticity test using the Glejser test show that the five independent variables, namely organizational culture, employee competence, motivation, government policies, and job satisfaction, have a significance value of less than 0.05 so it can be concluded that there is no heteroscedasticity problem in the regression model.

Table 6: Linearity Test Results

Variable	Deviation from Linearity	Conclusion
Employee Performance * Employee Motivation	0.881	>0.05 linear relationship
Employee Performance * Employee Competence	0.941	>0.05 linear relationship
Employee Performance * Organizational Culture	0.478	>0.05 linear relationship
Employee Performance * Government policy	0.893	>0.05 linear relationship
Employee Performance * satisfaction	0.051	>0.05 linear relationship

Based on the results of the linearity test above, it is known that the sig. Deviation from linearity is higher than 0.05 and states that these two variables have a linear relationship. Or it can be called the independent variable (X) and the dependent variable (Y2) have a linear relationship.

3.3 Results of Analysis and Discussion of the Influence of Organizational Culture on Employee Competence

Table 7: Results of the analysis of the influence of organizational culture on the competency of the NTT Province DISPORA employees

No.	Variable	Coefficients	Std. Error	t-Statistic	Sig.
1	C(bo)	2.182	0.354	6.159	0.000
2	Organizational Culture (X1)	0.273	0.117	2.338	0.021
3	R-squared			0.053	
4	Adjusted R-squared			0.044	
5	Std. Error of the Estimate			0.47153	
6	F-statistic			5.466	
7	Prob (F-statistic)			0.021	

Source: Primary Data Analysis, 2022

The analysis results show that the b_0 value is positive 2,182, which means that when organizational culture is not considered, the employee's competency is 2,182 (not appropriate). The value of the regression coefficient b_1 is positive 0.273, which means that if the perception of organizational culture increases by 1 unit, employee competence will increase by 0.273 units.

This follows Sungandi (2018), which states that the statement evidences the influence of organizational culture on competence and that UII Yogyakarta librarians' perceptions of organizational culture have a significant influence on competence with a substantial number ($0.0014 < 0.05$). Organizational culture consists of oral and written rules that regulate the behavior and habits of the NTT Province Dispura employees so that they greatly support the competence of employees in carrying out their duties. The results of this research align with Jeong SilChoi and Ji-Soo Kim that students' cultural competency increases when cultural experience is added to cultural education. Between cultural experiences, contact with people from other cultural areas influences the cultural competence of nursing students.

Therefore, it is advisable to encourage nursing students to engage in extracurricular activities with people from other countries and add these activities to organized lectures on cultural education. In line with the globalization trend, each country is becoming more multicultural, responding to the cultural diversification of patients. A systematic and more effective cultural education program is needed to provide routine and more effective care.

3.4 Results of Analysis and Discussion of the Influence of Organizational Culture on Employee Work Motivation

Table 8: Results of the analysis of the influence of organizational culture on the work motivation of DISPORA NTT Province employees

No.	Variable	Coefficients	Std. Error	t-Statistic	Sig.
1	C(b_0)	2.377	0.315	7.547	0.000
2	Organizational Culture (X_1)	0.212	0.104	2.040	0.044
3	R-squared	0.041			
4	Adjusted R-squared	0.031			
5	Std. Error of the Estimate	0.41906			
6	F-statistic	4.162			
7	Prob (F-statistic)	0.044			

Source: Primary Data Analysis, 2022.

The analysis results show that the value of b_0 has a positive value of 2.377, which means that when organizational culture is not considered, the perception of employee motivation is 2.377 (not appropriate). The value of the regression coefficient b_1 is positive at 0.212, which means that if the perception of organizational culture increases by 1 unit, employee motivation will increase by 0.212 units.

This follows Firanti's research (2021). Every organization certainly has a good or bad organizational culture. In a positive organizational culture, it will also have a positive influence on its members and vice versa. A positive culture can also increase its members' enthusiasm,

motivation, and performance. A good culture also creates good motivation at work. From all the results of the tests and analyses carried out, it was found that organizational culture affected the work motivation of the NTT Province Dispora employees.

This is in line with Tania's research (2013) which explains that organizational culture consists of innovation and risk-taking, attention to organizational details (attention to detail), outcome orientation, and organizational members (people orientation). Team orientation (Team orientation), aggressiveness (aggressiveness), and stability (stability) jointly affect the work motivation of employees at the Assalam Islamic boarding school. This is evident from the results of the F test analysis obtained with an F Count value of $35.108 > 2.17$ with a probability of $0.000 < 0.05$.

3.5 Results of Analysis and Discussion of the Influence of Organizational Culture on Government Policy

Table 9: The results of the analysis of the influence of organizational culture on the policies of the NTT Province DISPORA government

No.	Variable	Coefficients	Std. Error	t-Statistic	Sig.
1	C(b0)	1.991	0.321	6.196	0.000
2	Organizational Culture (X1)	0.281	0.106	2.654	0.009
3	R-squared				0.068
4	Adjusted R-squared				0.058
5	Std. Error of the Estimate				0.42756
6	F-statistic				7.044
7	Prob (F-statistic)				0.009

Source: Primary Data Analysis, 2022

The analysis results show that the b0 value is positive at 1,991, which means that when organizational culture is not considered, the perception of government policies related to the NTT Province Dispora is 1,991 (not appropriate). The value of the regression coefficient b1 is positive 0.281, which means that if the perception of organizational culture increases by 1 unit, then government policies related to the NTT Province Youth and Sports Department will increase by 0.281 units.

This is following Maharani and Susilowati's research (2020) which explains that organizational culture (innovation and risk-taking, attention to work details, result orientation, team orientation, aggressiveness, and stability) has a significant effect on government policies related to control systems internally and has implications for the level of integrity of small and medium scale companies.

3.6 Results of Analysis and Discussion of the Influence of Organizational Culture on Employee Job Satisfaction

Table 10: Results of the analysis of the influence of organizational culture on the Satisfaction of DISPORA Employees in the Province of NTT

No.	Variable	Coefficients	Std. Error	t-Statistic	Sig.
1	C(b0)	2.228	0.296	7.524	0.000
2	Organizational Culture (X1)	0.234	0.097	2.400	0.018
3	R-squared				0.056
4	Adjusted R-squared				0.046
5	Std. Error of the Estimate				0.39408
6	F-statistic				5.761
7	Prob (F-statistic)				0.018

Source: Primary Data Analysis, 2022.

The analysis results show that the b0 value is positive at 2.228, which means that when organizational culture is not considered, the perception of job satisfaction of the NTT Province Dispora employees is 2.228 (not appropriate).

The value of the regression coefficient b1 is positive 0.234, which means that if the perception of organizational culture increases by 1 unit, the job satisfaction of the NTT Province Dispora employees will increase by 0.234 units. This follows Erpanda et al. (2020), which explains that organizational culture influences employees of the Regional Disaster Management Agency Office of Rokan Hulu Regency.

This opinion is in line with Tumbelaka's research, et al. (2016) organizational culture has a significant positive effect on job satisfaction. Organizational Culture and job satisfaction have a significant positive effect on Organizational Commitment. Organizational Culture and Job Satisfaction have no significant adverse effect on the Intention to Leave. Organizational commitment has a significant adverse effect on the Intention to Leave. It was also found an indirect effect between Organizational Culture on intention to leave through Organizational Commitment and an indirect effect between Organizational Culture on Organizational Commitment through Job Satisfaction.

Indirectly, organizational culture significantly positively affects organizational commitment mediated by job satisfaction. This means that an organizational culture that is strong, acceptable, and well-executed by employees will increase employee job satisfaction, which can increase organizational commitment. The analysis of the direct effect of organizational culture variables on the intention to leave shows insignificant results. However, organizational culture can have a significant adverse effect on the intention to leave indirectly if organizational commitment is the variable that mediates the relationship.

3.7 Results of Analysis and Discussion of the Influence of Organizational Culture on Employee Work Performance

Table 11: Results of the analysis of the influence of organizational culture on the performance of the NTT Province DISPORA Employees

No.	Variable	Coefficients	Std. Error	t-Statistic	Sig.
1	C(bo)	2.400	0.341	7.030	0.000
2	Organizational Culture (X1)	0.193	0.112	1.715	0.090
3	R-squared				0.029
4	Adjusted R-squared				0.019
5	Std. Error of the Estimate				0.45432
6	F-statistic				2.940
7	Prob (F-statistic)				0.090

Source: Primary Data Analysis, 2022.

The analysis results show that the value of b_0 has a positive value of 2.4, which means that when organizational culture is not considered, the perception of work performance of the NTT Province Dispora employees is 2.4 (not appropriate). The value of the regression coefficient b_1 is positive 0.193, which means that if the perception of organizational culture increases by 1 unit, the work performance of the NTT Province Dispora employees will increase by 0.193 units. This follows the research by Wiyanto and Idrus (2021), explaining that organizational culture influences employee performance and has a positive relationship. Isnada (2016) explains that the magnitude of the simultaneous influence of organizational culture on employee performance at the Regional Secretariat of North Mamuju Regency is determined by adaptability, consistency, involvement, and mission.

3.8 Results of Analysis and Discussion of the Effect of Employee Competence on Employee Work Motivation

Table 12: Results of the Analysis of the Effect of Employee Competence on Work Motivation of DISPORA Employees in NTT Province

No.	Variable	Coefficients	Std. Error	t-Statistic	Sig.
1	C(bo)	0.670	0.128	5.247	0.000
2	Employee competency (X1)	0.78	0.042	18.597	0.000
3	R-squared				0.781
4	Adjusted R-squared				0.779
5	Std. Error of the Estimate				0.20029
6	F-statistic				345.865
7	Prob (F-statistic)				0.000

Source: Primary Data Analysis, 2022.

The analysis results show that the b_0 value is positive 0.670, which means that when employee performance is not considered, the competency of the NTT Province Dispora staff is 0.670 (not appropriate). The value of the regression coefficient b_1 is positive 0.780, which means that if employee competency increases by 1 unit, the work motivation of the NTT Province Dispora employees will increase by 0.780 units. This follows the research of Ngatemin and Arunwati

(2012), explaining that competence and compensation variables significantly affect the work motivation of hotel employees in Karo Regency. The competency variable has a more dominant influence than the compensation variable, with an effect size of 0.445 or 44.5%, while compensation has an effect of 0.221 or 22.1%. Suryani (2017) explains that motivational and competency factors positively and significantly influence the performance of the Staff of the Secretariat General of the Regional Representatives Council of the Republic of Indonesia.

3.9 Results of Analysis and Discussion of the Influence of Employee Competence on Government Policy

Table 13: Results of the Analysis of the Influence of Employee Competence on Government Policies regarding the NTT Province Dispora

No.	Variable	Coefficients	Std. Error	t-Statistic	Sig.
1	C(bo)	2.531	0.280	9.025	0.000
2	Employee competency (X1)	0.102	0.092	1.103	0.273
3	R-squared				0.012
4	Adjusted R-squared				0.002
5	Std. Error of the Estimate				0.44007
6	F-statistic				1.216
7	Prob (F-statistic)				0.273

Source: Primary Data Analysis, 2022

The analysis results show that the value of b0 has a positive value of 2,531 which means that when employee competence is not considered, the government policy related to the NTT Province Dispora is 2,531 (not appropriate). The value of the regression coefficient b1 is positive 0.102, which means that if employee competency increases by 1 unit, the government policy related to the NTT Province Dispora will increase by 0.780 units. This happens because if government policies favor employees who excel, it will encourage employee performance.

3.10 Results of Analysis and Discussion of the Effect of Employee Competence on Job Satisfaction

Table 14: Results of the Analysis of the Effect of Employee Competence on Job Satisfaction with the Office of Youth and Sports in the Province of NTT

No.	Variable	Coefficients	Std. Error	t-Statistic	Sig.
1	C(bo)	2.155	0.246	8.768	0.000
2	Employee competence (X1)	0.259	0.081	3.204	0.002
3	R-squared				0.096
4	Adjusted R-squared				0.086
5	Std. Error of the Estimate				0.38572
6	F-statistic				10.266
7	Prob (F-statistic)				0.002

Source: Primary Data Analysis, 2022.

The analysis results show that the value of b0 has a positive value of 2.155 which means that when employee competence is not considered, the job satisfaction of the NTT Province Dispora

employees is 2.155 (not appropriate). The value of the regression coefficient b_1 is positive 0.259, which means that if employee competence increases by 1 unit, the job satisfaction of the NTT Province Dispora employees will increase by 0.259 units. This follows Apriliansa and Chalid's research (2020) explaining that competence has a significant positive effect and shows that there is an influence of competence on the job satisfaction of employees of the East Kalimantan Provincial Plantation Office. Wiranata (2017) states, Competency variables have a significant effect on employee job satisfaction at the PDAM Kotabaru Office, South Kalimantan, which refers to E. Mulyana (2004: 37-38) good competence is influenced by skills and knowledge. Skill is owned by an individual who carries out the task or work assigned to him. For example, the ability of employees to choose work methods that are considered more effective and efficient, and knowledge, namely awareness in the cognitive field. For example, an employee knows how to identify and do good learning according to the company's needs. Good skills and knowledge will result in better work efficiency so that employees can be better and more optimal.

3.11 Results of Analysis and Discussion of the Effect of Employee Competence on Employee Performance

Table 15: Results of the Analysis of the Effect of Employee Competence on the performance of the NTT Province Dispora employees

No.	Variable	Coefficients	Std. Error	t-Statistic	Sig.
1	C(bo)	2.597	0.291	8.92	0.000
2	Employee competence (X1)	0.127	0.096	1.331	0.186
3	R-squared			0.018	
4	Adjusted R-squared			0.008	
5	Std. Error of the Estimate			0.457	
6	F-statistic			1.772	
7	Prob (F-statistic)			0.186	

Source: Primary Data Analysis, 2022.

The analysis results show that the value of b_0 has a positive value of 2,597 which means that when employee competence is not considered, the performance of the NTT Province Dispora employees is 2,597 (not appropriate). The value of the regression coefficient b_1 is positive 0.127, which means that if employee competency increases by 1 unit, the performance of the NTT Province Dispora staff will increase by 0.127 units. The results of Suriati's research (2018) explain a positive and significant influence between competence and employee performance. This means that the higher the competence possessed by employees of PT. PLN (Persero) Rayon Sungguminasa, the higher the performance of its employees. Soetrisno and Gilang (2018) explain that competence significantly affects employee performance at PT. Telekomunikasi Indonesia Tbk Witel Bandung. The magnitude of the effect is 51%, which means that the competency variable influences employee performance variables by 51%, and the remaining 49% is influenced by other variables not examined in this study.

3.12 Results of Analysis and Discussion of the Influence of Employee Work Motivation on Government Policy

Table 16: Results of the analysis of the Effect of Work Motivation on Government Policies related to the NTT Province Youth

No.	Variable	Coefficients	Std. Error	t-Statistic	Sig.
1	C(bo)	2.542	0.318	7.989	0.000
2	Work Motivation (X1)	0.097	0.105	0.931	0.354
3	R-squared			0.009	
4	Adjusted R-squared			0.001	
5	Std. Error of the Estimate			0.44085	
6	F-statistic			0.867	
7	Prob (F-statistic)			0.354	

Source: Primary Data Analysis, 2022.

The analysis results show that the b0 value is positive 2,542, which means that when employee motivation is not considered, the government policy related to the NTT Province Dispura is 2,542 (not appropriate). The value of the regression coefficient b1 is positive 0.097, which means that if employee motivation increases by 1 unit, the government policy related to the NTT Province Dispura will increase by 0.127 units. The government will give appropriate rewards if employees are self-motivated to do their job well.

3.13 Results of Analysis and Discussion of the Effect of Employee Work Motivation on Job Satisfaction

Table 17: The results of the analysis of the effect of work motivation on job satisfaction of the NTT Province Dispura employees

No.	Variable	Coefficients	Std. Error	t-Statistic	Sig.
1	C(bo)	2.260	0.285	7.941	0.000
2	work motivation (X1)	0.223	0.094	2.387	0.019
3	R-squared			0.055	
4	Adjusted R-squared			0.046	
5	Std. Error of the Estimate			0.3942	
6	F-statistic			0.5698	
7	Prob (F-statistic)			0.019	

Source: Primary Data Analysis, 2022.

The analysis results show that the b0 value is positive 2,260, which means that when employee motivation is not considered, the work satisfaction of the NTT Province Dispura employees is 2,260 (not appropriate). The value of the regression coefficient b1 is positive 0.223, which means that if employee motivation increases by 1 unit, the job satisfaction of the NTT Province Dispura employees will increase by 0.127 units. This is consistent with research by Juniari et al. (2015). Motivation has a positive and significant effect on civil servants' job satisfaction. This shows that the better the motivation is given, the employee's job satisfaction will increase. Second, motivation has a positive and significant effect on the performance of civil servants.

This shows that the better the motivation employees receive, the employee performance will increase. Third, job satisfaction has a positive and significant effect on the performance of civil servants. This shows that the higher the employee's job satisfaction, the employee's performance will increase. Mobarogh and Yusuf (2020) explain that there is a significant influence between Work Motivation on Employee Job Satisfaction at the City Agriculture Service.

For this reason, the organization needs to pay more attention to employee needs, especially the need for awards. The recognition of work results and awards to employees who excel is expected to increase employee motivation at work. The existing supervisory system should be reviewed so that supervision activities can be carried out fairly. Enforcement of rules and fair treatment from superiors will be able to provide satisfaction to employees at work.

3.14 Results of Analysis and Discussion of the Effect of Employee Work Motivation on Employee Performance

Table 18: Results of the analysis of the effect of work motivation on the work performance of NTT Province Dispora employees

No.	Variable	Coefficients	Std. Error	t-Statistic	Sig.
1	C(bo)	2.540	0.330	7.701	0.000
2	work motivation (X1)	0.146	0.108	1.347	0.181
3	R-squared			0.018	
4	Adjusted R-squared			0.008	
5	Std. Error of the Estimate			0.45691	
6	F-statistic			1.814	
7	Prob (F-statistic)			0.181	

Source: Primary Data Analysis, 2022.

The analysis results show that the value of b0 has a positive value of 2,540 which means that when employee motivation is not considered, the performance of the NTT Province Dispora employees is 2,540 (not appropriate). The value of the regression coefficient b1 is positive 0.146, which means that if employee motivation increases by 1 unit, the performance of the NTT Province Dispora staff will increase by 0.146 units. This is consistent with Findiarti's research (2018) that motivation significantly affects employee performance. This can be seen from the internal motivation coefficient value of 0.124 with a t-count value of $0.760 < t\text{-table}$ of 1.68488 and a significance level of 0.454. Mardina et al. (2020) explained that motivation could positively and significantly affect employee performance. This means that if the motivation of employees in the East Ciputat District is good, their performance will also be good. Conversely, if the motivation of East Ciputat District employees is low, then their performance will also be low.

3.15 Results of Analysis and Discussion of the Influence of Government Policies on Job Satisfaction

Table 19: Results of the analysis of the influence of government policies on Job Satisfaction of the NTT Provincial Youth and Sports Office

No.	Variable	Coefficients	Std. Error	t-Statistic	Sig.
1	C(bo)	2.897	0.267	10.857	0.000
2	government policy (X1)	0.012	0.093	0.133	0.894
3	R-squared				0.000
4	Adjusted R-squared				0.010
5	Std. Error of the Estimate				0.40558
6	F-statistic				0.018
7	Prob (F-statistic)				0.894

Source: Primary Data Analysis, 2022.

The analysis results show that the b0 value is positive 2,897, which means that when government policies are not considered, the satisfaction of the NTT Province Dispora employees is 2,897 (not appropriate). The value of the regression coefficient b1 is positive 0.012, which means that if government policies increase by 1 unit, the job satisfaction of the NTT Province Dispora employees will increase by 0.012 units. Kasmawati and Aswati (2021) explain that there is a significant influence between human resource development policies on employee job satisfaction at the Ministry of Religion of Pinrang Regency. The magnitude of the influence of human resource development policies on employee job satisfaction is 81%. The rest is influenced by other factors that are not included in the research focus of researchers. Suheli (2017) explains that there are 3 (three) essential points related to relocation policies that can affect employee satisfaction, including organizational support, location preference, and employee social-cultural abilities. Organizational support can be in the form of compensation, transparency, or peer support. According to Wheelere and Miller (1990), more compensation is needed to motivate relocated employees.

3.16 Results of Analysis and Discussion of Government Policies on Employee Performance

Table 20: Results of the analysis of the influence of government policies on the work performance of the NTT Provincial Youth and Sports Office

No.	Variable	Coefficients	Std. Error	t-Statistic	Sig.
1	C(bo)	3.177	0.303	10.493	0.000
2	Government Policies (X1)	-0.069	0.106	-0.657	0.512
3	R-squared				0.004
4	Adjusted R-squared				0.006
5	Std. Error of the Estimate				0.46013
6	F-statistic				0.432
7	Prob (F-statistic)				0.512

Source: Primary Data Analysis, 2022.

The analysis results show that the b_0 value is positive 3,177, which means that when government policies are not considered, the performance of the NTT Province Dispora employees is 2,897 (enough). The value of the regression coefficient b_1 is negative 0.069, and this means that if government policies increase by 1 unit, the performance of the NTT Province Dispora staff will decrease by 0.0069 units. This illustrates that government policies related to the NTT Province Dispora are considered sufficient while evaluating the changes that have occurred. In making policies, the government must look at the needs. This research needs to follow Wahyudi's research (2019). There is a positive influence between policy implementation and employee performance at the Dignified Market Regional Company in Bandung City.

3.17 Results of Analysis and Discussion of the Effect of Employee Satisfaction on Employee Performance

Table 21: Results of the analysis of employee job satisfaction on the work performance of the NTT Province Dispora Employees

No.	Variable	Coefficients	Std. Error	t-Statistic	Sig.
1	C(bo)	2.314	0.359	6.449	0.000
2	job satisfaction (X1)	0.219	0.12	1.818	0.072
3	R-squared				0.033
4	Adjusted R-squared				0.023
5	Std. Error of the Estimate				0.49431
6	F-statistic				3.305
7	Prob (F-statistic)				0.072

Source: Primary Data Analysis, 2022.

The analysis results show that the b_0 value is positive 2,314, which means that when employee satisfaction is not considered, the performance of the NTT Province Dispora employees is 2,314 (not appropriate). The value of the regression coefficient b_1 is positive, 0.219, which means that if employee satisfaction increases by 1 unit, the performance of the NTT Province Dispora staff will increase by 0.219 units. This follows Putu's research (2013, p. 636) which states that job satisfaction and performance have a positive and significant effect, meaning that the higher the satisfaction received by employees, the higher employee performance will be. Arifianto (2020) explains that. There is a substantial and significant positive effect between job satisfactions on employee performance at PT DOM Pizza Indonesia Area Tangerang Raya. This can be seen from the value of the Simple Regression Coefficient $Y = (-3.952) + 1.018X$; Coefficient value $r = 0.734$; KD Coefficient of Determination = 53.9%; and t count $> t$ table (or $11.174 > 2.004$).

3.18 Results of Analysis and Discussion The influence of factors that influence Employee Satisfaction

Table 22: Results of the Analysis of the Influence of the Factors Affecting the Performance of the NTT Province Youth and Sports Office Employees

No.	Variable	Coefficients	Std. Error	t-Statistic	Sig.
1	C(bo)	3.746	1.196	3.133	0.002
2	organizational culture (X ₁)	1.003	0.834	1.208	0.002
3	employee competence (X ₂)	1.040	0.406	2.582	0.078
4	employee motivation (X ₃)	3.210	0.371	8.522	0.000
5	government policies (X ₄)	1.034	0.203	5.659	0.004
6	R-squared				0.950
7	Adjusted R-squared				0.946
8	Std. Error of the Estimate				10.062
9	F-statistic				23.299
10	Prob (F-statistic)				0.000

Source: Primary Data Analysis, 2022

The table above shows that the variables of organizational culture, employee competence, employee motivation, and government policies have a significant effect at the 5% level. And 1% on employee job satisfaction. The regression relationship for each variable is as follows:

Determination analysis, or R², shows how much the independent variable contributes to the dependent variable. Determination analysis is used to determine the percentage contribution of the independent variable simultaneously with the dependent variable. From the results of the regression calculation above, it can be seen from the total sample of 100 respondents that the R² value is 0.946, which means that the independent variables X₁ (organizational culture), X₂ (employee competency), X₃ (employee motivation), and X₄ (government policy) explain variations from the dependent variable the level of employee satisfaction (Y₁) is 94.6%. At the same time, the remaining 5.4% of employee performance is influenced by other factors outside the model. This figure can also be interpreted that the role of organizational culture variables, employee competence, employee motivation, and government policies can influence employee performance by 94.6%. The calculated F value on the F test is 23,229 at a significant level of 1%, so H₀ is rejected, and H_a is accepted. This means that the variables of organizational culture, employee competence, employee motivation, and government policies significantly affect employee performance.

The organizational culture variable (X₁) partially influences employee performance (Y₁) at a significant level of 5%. This means that organizational culture factors significantly positively affect employee job satisfaction. Employee success or improvement is almost always associated with a strong culture having a more significant impact on employee attitudes. The more members of the organization who accept the core values and the greater the employee's commitment to these values, the stronger the culture. A strong culture will have a more significant influence on organizational attitudes compared to a weak culture. A strong culture will show high agreement on organizational goals among its members. Unanimity towards

goals will form an attachment, loyalty, and organizational commitment. That way, it will affect employee job satisfaction in achieving organizational goals.

The employee competency variable (X2) partially influences performance at a significant level of 5%. This means that the competency factor significantly positively affects employee satisfaction. Competence can be related to performance in a causal flow model, which shows that goals, temperament, self-concept, and knowledge competencies predict employee performance.

The employee motivation variable (X3) partially influences performance at a significant level of 1%. This means that with strong motivation, it will be able to produce good results or performance and the quality of the work carried out. This means that any increase in motivation possessed by employees in carrying out their work will increase their performance, impacting employee satisfaction.

The government policy variable (X4) partially influences employee performance at a significant level of 5%. This means that the competency factor significantly positively affects employee satisfaction. Leadership policies determine the progress and setbacks of the organization (Mas'ud, 2014, p. 76). The role of leadership in making policy is not only about the direction of a strong organization where problems and solutions are widely known, but leadership takes part in a context of change, in continuous and uncertain change. This is in accordance with the opinion of Ruky (2011: 7), who argues that one of the factors that influence organizational performance is leadership as an effort to control organizational members to work in accordance with organizational standards and goals.

3.19 Results of Analysis and Discussion The influence of factors that affect employee performance

Table 23: Results of the analysis of organizational culture, government policies, competence, motivation, and employee satisfaction on the performance of the NTT Province Dispora Employees

No.	Variable	Coefficients	Std. Error	t-Statistic	Sig.
1	C(bo)	-1.005	17.072	-.059	.953
2	organizational culture (X1)	0.701	.009	3.123	.002
3	employee competence (X2)	1..080	.299	7.019	.000
4	employee motivation (X3)	0.624	.216	2.885	.005
5	government policies (X4)	1.570	4.003	1.891	.062
6	employee performance (Y1)	1.282	.357	3.587	.001
7	R-squared				0.937
8	Adjusted R-squared				0.933
9	Std. Error of the Estimate				90.79119
10	F-statistic				274.435
11	Prob (F-statistic)				0.000

Source: Primary Data Analysis, 2022

The table above shows that the variables of organizational culture, employee competence, employee motivation, government policies, and employee performance significantly affect the 10% and 1% levels. The regression relationship for each variable is as follows:

The organizational culture variable (X1) has a coefficient value of 0.701, which means that if there is a change in the perception of organizational culture by 1 unit, it will increase employee satisfaction (Y1) by 0.701, so it can be stated that organizational culture has an effect positive on employee performance. The employee competency variable (X2) has a coefficient value of 1,080, which means that if there is a change in employee competency perceptions of 1 unit, it will increase employee satisfaction (Y1) by 1,080, so it can be stated that employee competency has a positive effect on employee performance. Employee motivation variable (X3) has a coefficient value of 0.624, which means that if there is a change in the perception of employee motivation by 1 unit, it will increase employee satisfaction (Y1) by 0.624, so it can be stated that employee motivation has a positive effect on employee performance. The government policy variable (X4) has a coefficient value of 1,891, which means that if there is a change in the perception of government policy by 1 unit, it will increase employee satisfaction (Y1) by 1,891, so it can be stated that government policy has a positive effect on employee performance. Employee job satisfaction variable (Y2) has a coefficient value of 1,282, which means that if there is a change in employee job satisfaction perception by 1 unit, it will increase employee performance (Y1) by 1,282, so it can be stated that employee job satisfaction has a positive effect on employee performance.

From the results of the regression calculation above, it can be seen from the total sample of 100 respondents that the R² value is 0.933, which means that the independent variables are X1 (organizational culture), X2 (employee competence), X3 (employee motivation), X4 (government policy) and Y1 (employee job satisfaction) explains the variation of the dependent variable employee performance level (Y2) as much as 93.3%. At the same time, the remaining 6.7% of employee performance is influenced by other factors outside the model. This figure also means that the role of organizational culture variables, employee competence, employee motivation, government policies, and employee satisfaction can influence employee performance by 93.3%.

The calculated F value on the F test is 274,475 at a significant level of 1%, so H₀ is rejected, and H_a is accepted. This means that organizational culture, employee competence, motivation, government policies, and job satisfaction significantly affect employee performance.

The organizational culture variable (X1) partially influences Employee Performance (Y2). At a significant level of 5%. This means that organizational culture factors significantly positively affect employee satisfaction. A strong organizational culture will have a competitive nature. Several studies show that a strong culture will greatly assist organizational success by guiding behavior and giving meaning to its activities to have high commitment. In their research, Akhtar Shoaib et al. (2013); and Arishanti (2007) concluded that organizational culture positively and significantly influences organizational commitment. Organizational commitment means more than passive loyalty. However, it involves functional relationships and employees' desire to contribute to their organization.

The employee competency variable (X2) partially influences employee satisfaction at a significant level of 1%. This means that the competency factor significantly positively affects employee satisfaction. Employee competence is reflected in employee competitive advantage. Employee competence will be achieved if management can encourage its human resources, better known as Employees, correctly and precisely because these Employees are an essential component for the company to create competitiveness that provides more quality for shareholders and customers in general. So, the success or failure of an organization in realizing its goals depends on its human resources. Even though an organization has other good resources, sophisticated work equipment, suitable methods, and a large budget, the human resources need to be qualified and get serious management to ensure the organization can achieve its goals. This shows that human resources have an essential role in the growth and development of organizations because of the potential in humans, such as talent, creativity, desire, and work activity. Various forms of effort that can be carried out to develop human resources are how to improve the ability of employees with work competence. Furthermore, carrying out work affecting employee satisfaction can determine work results. The two things mentioned above also need to be supported by adequate compensation to produce optimal performance.

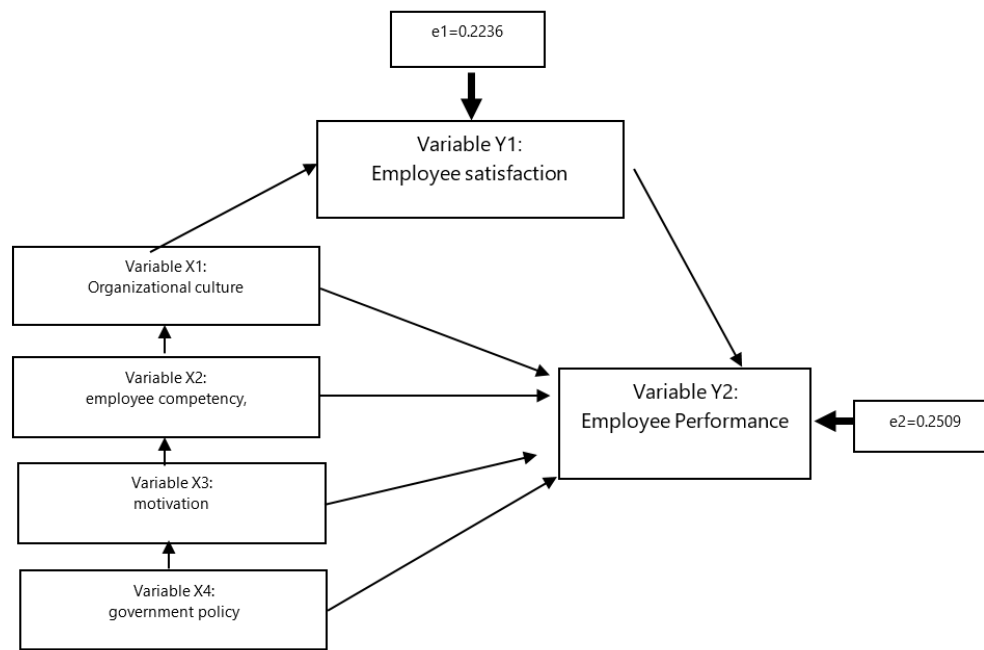
The employee motivation variable (X3) partially influences employee satisfaction at a significant level of 5%. This means that the competency factor significantly positively affects employee satisfaction. Motivation is important because it causes, distributes, and supports human behavior so that they want to work hard and enthusiastically achieve optimal results. Furthermore, if employees have high motivation, the work results will be better. The impact is that employee satisfaction will increase because the work is done with pleasure. Job satisfaction reflects a person's feelings towards his work which can be seen from the employee's attitude towards work and everything in the work environment. Companies need a working system that seriously pays attention to the job satisfaction of its employees.

The government policy variable (X4) partially influences employee satisfaction at a significant level of 10%. This means that the competency factor significantly positively affects employee satisfaction. Government policies related to human resource development, for example, compensation for the work done. Compensation reflects the status, recognition, and level of fulfillment of needs enjoyed by employees and their families. Suppose the remuneration received by an employee is more significant. In that case, it means that his position is getting higher, his status is getting better, and he is enjoying fulfilling his needs. Thus, job satisfaction is also getting better.

Employee performance variable (Y1) partially affects employee satisfaction at a significant level of 5%. This means that the competency factor significantly positively affects employee satisfaction. Job satisfaction can determine high or low levels of employee performance. A level of job satisfaction is expected to improve employee performance so that they can achieve the goals expected by the company in obtaining good work results and producing good productivity. Employees who feel high satisfaction are more productive than those who are dissatisfied, so if employees are not fasting, they will produce low performance.

3.20 Path analysis

Figure 1: Influence Trajectory Model



Based on the above analysis, it can be summarized in the table, as follows:

Table 24: Direct and Indirect Effects

Variable	Direct influence	Sign.	variable	Indirect influence	Sign.
X1 against Y1	1.208	Sign.	X ₁ against Y ₁	1,324	Sign.
X2 against Y ₁	2.582	Sign.	X ₂ against Y ₁	1,33	Sign.
X3 against Y ₁	8.522	Sign.	X ₃ against Y ₁	4,11	Sign.
X4 against Y ₁	5.659	Sign.	X ₄ against Y ₁	1,325	Sign.
Y1 against Y2	3.587	Sign.			

Source: Calculation results (2022)

Analysis of path P1

Path X1 (organizational culture) to Y2 (employee satisfaction) is path P2 with a β value of 0.701 with a significant level of 5%. These results indicate that X significantly positively affects Y2 by 0.701, which means that with one increase in point X, Y2 will increase by 0.701. Path X2 (employee competence) to Y2 (employee performance) is path P2 with a β value of 1,080 with a significant level of 1%. These results can be interpreted that X has a significantly positive effect on Y2 of 1,080, meaning that one point increase in X means Y2 will increase by 0,624. Path X3 (employee motivation) to Y2 (employee satisfaction) is path P2 with a β value of 0.624 with a significant level of 5%. These results can be interpreted that X has a significantly positive effect on Y2 weighing 0.624, meaning that with one increase in point X,

Y2 will increase by 0.624. Path X4 (government policy) to Y2 (employee performance) is path P2 with a β value of 0.570 with a significant level of 10%. These results can be interpreted that X has a significant positive effect on Y2 of 0.570, meaning that with one increase in point X, Y2 will increase by 0.570.

Analysis of Path P2

Path X1 (organizational culture) to Y1 (employee job satisfaction) is path P2 with a β value of 1.003 with a significant level of 5%. These results can be interpreted that X has a significant positive effect on Y1 of 1,003, meaning that with one increase in point X, Y2 will increase by 1,003. Path X2 (employee competency) to Y1 (employee performance) is path P2 with a β value of 1,040 with a significant level of 10%. These results can be interpreted that X has a significantly positive effect on Y1 of 1,040, meaning that one point increase in X means Y2 will increase by 1,040. Path X3 (employee motivation) to Y1 (employee performance) is path P2 with a β value of 3,210 with a significant level of 1%. These results can be interpreted that X has a significant positive effect on Y1 of 3.210, meaning that one increase in point X means Y1 will increase by 3.210. Path X4 (government policy) to Y1 (employee performance) is path P2 with a β value of 1.034 with a significant level of 5%. These results can be interpreted that X has a significantly positive effect on Y1 of 1.034, meaning that one point increase in X means Y2 will increase by 1.034.

Analysis of the P3

Pathway Y1 to Y2 is the P3 path with a β value of 1.282 with a significant level of 95%. These results can be interpreted that Y1 was affecting Y2.

Table 25: Sobel Test Results

Variable	Sobel test	t count	t table 5 %	Conclusion
organizational culture	3,777225	0,321166	1,98	no mediating effect
employee competence	4,149824	0,144645	1,98	no mediating effect
employee motivation	1,911608	1,126316	1,98	no mediating effect
government policies	0,587135	0,541361	1,98	no mediating effect

The table above shows that overall variable X has a t count smaller than the t table with a significance level of 5%. It can be concluded that the mediation coefficient is not significant, which means there is no mediating effect. Based on the results of the research that has been done, it is known that the results of direct and indirect influences from organizational culture, employee competence, work motivation, and government policies (X) on performance (Y2) through employee satisfaction (Y1) show that the direct effect is greater than the effect indirect. Thus, increasing employee satisfaction. Research has concluded a relationship between job satisfaction and employee performance. Satisfaction leads to performance. As a result, if employees are happy with their jobs, they will do better, but to be satisfied, they must put in their work to get that satisfaction. High job satisfaction can increase productivity, reduce turnover and increase attendance, reduce accidents, reduce job stress and reduce unions. If Employees find their job enjoyable and exciting, they will be more willing to put extra effort into working for the benefit of the whole organization.

4. CONCLUSION

Based on the results of the research and discussion described in the previous chapter, it can be concluded that: Organizational culture affects the competence of the Dispora staff of the Province of NTT at a significant level of 90%. This means that the higher the organizational culture, the better the employee competence. Conversely, the lower the organizational culture, the worse the employee competency. Organizational culture affects the work motivation of the NTT Province Dispora employees at a 90% confidence level. This means that the higher the organizational culture (the values employees follow), the higher the employee motivation, and vice versa. If the lower the organizational culture, the lower employee motivation. Organizational culture influences government policies related to the NTT Provincial Youth and Sports Department at a 95% confidence level. This means that the higher the organizational culture (the values followed by employees), the higher the chance of increasing government policies to improve employee welfare. Conversely, the lower the organizational culture, the smaller the chance for government policies relating to employee welfare. Organizational culture affects the work performance of employees of the NTT Province Dispora at a 90% confidence level. This means that the higher the organizational culture, the higher the employee performance, and conversely, the lower the organizational culture, the job satisfaction will also decrease. Organizational culture affects the work performance of employees of the NTT Province Dispora at a 90% confidence level. This means that the higher the organizational culture, the higher the employee performance; conversely, the lower the organizational culture, the employee's performance will also decrease.

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