

## The Influence of Organizational Culture and Work Motivation on Employee Performance through Job Satisfaction at the Regional Secretariat of East Flores Regency

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### **Abstract**

This study aims to analyze the Influence of Organizational Culture and Work Motivation on Employee Performance with Job Satisfaction as a mediating variable. This research uses quantitative methods. The research population was all employees of the Flores Timur Regency Regional Secretariat with a sample size of 97 employees taken using census sampling. The data analysis technique used Partial Least Square (PLS) and was processed with the help of the SmartPLS version 3 application. Organizational Culture and Work Motivation have a significant positive effect on Job Satisfaction. Organizational Culture and Work Motivation have a significant positive effect on Employee Performance. Job satisfaction as a mediating variable is not able to mediate the relationship between organizational culture and employee performance, but is able to mediate the relationship between work motivation and employee performance. Job Satisfaction variable is used as a moderating variable in the research. A more effective implementation of organizational culture based on values and norms and the government must implement and review SKP (employee performance targets) as a tool to measure employee performance. The number of samples is small and the scope of the study is not too broad. Thus, the addition of other variables and the number of samples is very necessary to obtain better results and novelty in the research.

**Keywords:** *Organizational Culture; Work Motivation; Job Satisfaction; Employee Performance*

### **Introduction**

Humans have basic potential and abilities that will ideally continue to develop if honed continuously and sustainably. Human resources become the most important factor in an organization by considering how important their role is in achieving the goals of the organization. The resources in question are employees.

The role of quality human resources in the context of employee performance is a very important factor, especially in the Regional Secretariat of East Flores Regency, which is a Government Agency that has the task of government, development and community services. The Regional Secretariat of East Flores Regency should carry out its duties and provide the best service to the community. In carrying out their duties and functions, employees at the East Flores Regency Secretariat must be as effective as possible when working so that they can create maximum employee performance.

- 1. Employee performance is an important factor in the progress of an agency. Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2017). In an effort to foster the performance of existing employees in an agency, the role of organizational culture is needed which is able to develop employee potential and performance.*
- 2. Sudaryono, (2017) stated that organizational culture is a system of values and norms that are agreed upon and adhered to by all members of the organization that are dynamic in nature and are able to increase organizational productivity. The success of an organization in implementing existing aspects or values can improve employee performance and encourage the organization to grow and develop sustainably. Dunggio's research results (2020) proves that organizational culture has a significant influence on employee performance.*
- 3. Adha et al (2019) stated that motivation is the provision of driving force that creates a person's work enthusiasm to be able to work together, work effectively, and be integrated with all their efforts for organizational goals. Basically, organizational goals can be achieved by paying attention to work motivation, whatever employees do when motivated will encourage their efforts to be more active and tend to improve performance. Research results Fatmawati et al (2013), Ananto et al (2016), Sutrischastini & Riyanto (2015) and Larasati & Gilang (2014) proves that motivation influences performance.*
- 4. Job satisfaction is also an important factor for a company or organization in improving the quality of employee performance. According to Zainal (2015) stated that job satisfaction is an evaluation that describes a person's feelings of being happy or unhappy, satisfied or dissatisfied at work. Employees who are satisfied with the organization will show their loyalty to the organization and give more effort to their work so as to produce maximum performance. Research results from Rosmaini & Tanjung (2019) and Asmawiyah et al (2020) proves that job satisfaction has a significant effect on employee performance.*
- 5. Based on initial observations made to employees at the Flores Timur Regency Regional Secretariat Office related to employee performance, namely employees have initiative in working, always try to work optimally to obtain good results and are responsible for work results. Related to organizational culture where existing norms and values are always applied by employees, there is good motivation from superiors and there is job satisfaction with the salary received.*
- 6. Seeing these conditions, the Regional Secretariat of East Flores Regency must continue to maintain and preserve employee performance and pay more attention to factors that can improve employee performance such as creating and maintaining organizational culture, providing motivation and increasing job satisfaction. Organizational culture and work motivation have continuity which gives rise to job satisfaction, in the sense that if the organizational culture and work motivation given are said to be good, then this can create and increase job satisfaction. Employees with high job satisfaction are able to increase their productivity at work and produce maximum performance.*

*7. Therefore, the purpose of this study is to analyze the influence of organizational culture and work motivation on employee performance with job satisfaction as a mediating variable at the Regional Secretariat of East Flores Regency. This study will further provide benefits for the agency, especially employees of the Regional Secretariat of East Flores Regency regarding the importance of improving employee performance. This needs to be considered so that there is an increase in the performance of competent employees so that they can improve progress in providing policies to the community.*

## **Literature Review and Hypotheses**

### **Employee Performance**

Performance is the work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. (Mangkunegara, 2017) . Employee performance can also be seen based on the ability and time limit of an employee in carrying out a job that has been given by the organization.

### **Organizational Culture**

Sumanto (2014) define Organizational culture is defined as the values that are the basis for human resources in carrying out their obligations and also their behavior within the organization. Organizational culture is also a basic pattern of values, habits and beliefs held by all members of the organization as a guideline in carrying out tasks to achieve organizational goals.

Organizational culture is able to create job satisfaction for an employee. The implementation of norms and values in an organization is very important because every people need guidance in living an organizational life. With the existence of norms, the work environment will be orderly and feel safe in working , and the relationship between employees is harmonious , so that this has an impact on the job satisfaction of an employee. Herawan et al ( 2015) And Pallawagau (2020) has researched and proven that organizational culture has a significant effect on job satisfaction. Organizational culture can also influence the high and low performance of an employee. By obeying and implementing norms and the values that exist in the organization, this can indirectly regulate employee behavior and can create security at work , so that employees can work well and produce maximum performance . Riupassa ( 2018) has proven that organizational culture has a significant effect on employee performance. Based on the explanation above, here are the hypotheses in this study:

**H1:** Organizational Culture has a positive and significant effect on Job Satisfaction

**H2:** Organizational Culture has a positive and significant influence on Employee Performance

### **Work Motivation**

Siagian ( 2015) stated that work motivation is the driving force the driving force that causes someone to want and be willing to directing his abilities, skills, energy and time in working to achieve organizational goals. Basically, motivation is a form of encouragement or driving force that can spur employees to work hard so that they can achieve organizational goals.

Work motivation will help the organization achieve its planned goals. Without this driving force, the organization can experience difficulties. Work motivation can affect job satisfaction and also employee performance. With good work motivation such as paying attention to the needs required by

employees, employees will certainly feel satisfied with what they do and are motivated to do their work seriously so as to produce maximum performance. Ananto et al (2016) , Poniasih & Dewi (2015) and Yakup (2017) has proven that work motivation variables have a significant effect on employee job satisfaction. Fatmawati et al (2013) And The Last of Us (2017) researching and proving that work motivation has a significant influence on employee performance. Based on the explanation above, the following is the hypothesis in this study:

**H3:** Work Motivation has a positive and significant effect on Job Satisfaction

**H4:** Work Motivation has a positive and significant influence on Employee Performance

### **Job Satisfaction**

Wibowo (2017) said that job satisfaction is the degree of positive or negative feelings of a person regarding various aspects of work tasks, the workplace and relationships with fellow workers. Job satisfaction can also be described as a positive attitude. both positive and negative and a person's feelings of pleasure or displeasure towards his work.

Job satisfaction affects an employee's performance. With a feeling of satisfaction with what is done, wages received, job promotion and good work supervision and harmonious co-workers, this can certainly encourage employees to be enthusiastic in working so that they produce good performance. The better the job satisfaction, the better the performance produced. Sari & Hadijah (2016) as well as Asmawiyah et al (2020) has researched and proven that job satisfaction has a significant influence on employee performance. Based on the explanation above, the following is the hypothesis in this study:

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

### **The Influence of Organizational Culture on Employee Performance through Job Satisfaction**

Job satisfaction can mediate the influence of organizational culture on employee performance . Employees with a good level of job satisfaction with the organizational culture in the agency will certainly be enthusiastic in carrying out their work and are motivated to always improve their performance. Mariati & Mauludin ( 2018) and Pallawagau (2020) proves that job satisfaction is able to mediate the influence of organizational culture on employee performance.

**H6:** Organizational culture has a positive and significant influence on employee performance through job satisfaction.

### **The Influence of Work Motivation on Employee Performance through Job Satisfaction**

Job satisfaction is also able to mediate the influence of work motivation on employee performance. This means that work motivation can improve employee performance if employees have high satisfaction with the efforts or work they have done for the organization. Employees with a good level of job satisfaction with the motivation given by the agency, this can trigger employee enthusiasm in carrying out work so that it produces good performance. Fatmawati et al (2013) proves that job satisfaction is able to mediate the influence of work motivation on employee performance.

**H7:** Work Motivation has a positive and significant influence on employee performance through job satisfaction.

## Research Model

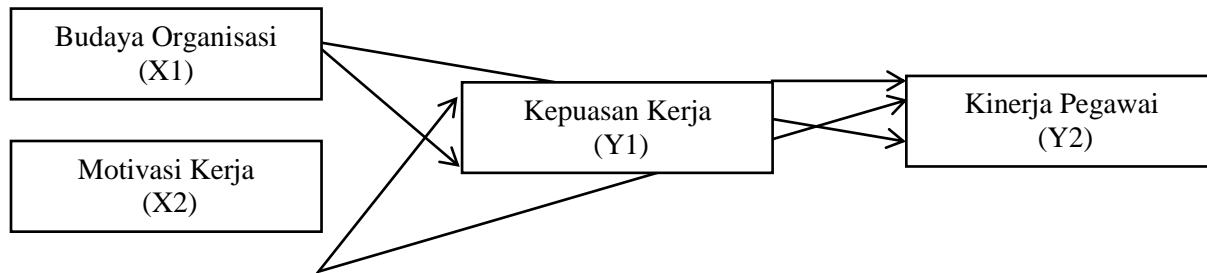


Figure 1 Research Model

## Research Methods

The method used in this study is quantitative with two types of data, namely a questionnaire with a Likert scale distributed to respondents and documents obtained from the Regional Secretariat of East Flores Regency. The population in this study were all employees of the Regional Secretariat of East Flores Regency with a sample of 97 employees taken using *census sampling*. The 97 employees consisted of 44 male employees and 53 female employees with all employees having the status of State Civil Apparatus.

## Building Measurements

Quantitative design was used to answer the research hypothesis. Four variables were tested in this study: organizational culture, work motivation, job satisfaction and employee performance. These four variables were measured using a 5-point Likert scale, starting from a scale of 5 for strongly agree and 1 for strongly disagree. The research instrument tested was based on a literature review, which was then tested for validity and reliability. The research indicators were adapted from established research. Performance variables were measured using Employee Performance Targets (SKP) with three indicators, namely quality, quantity, and timeliness. Organizational culture variables with three indicators, namely implementation of norms, implementation of values and orientation towards all member interests (Wirawan, 2017), Work motivation is measured by the need for achievement, the need to master the job and the need to affiliate (Mangkunegara, 2017). And as a mediating variable, job satisfaction is measured by five indicators, namely work, wages, promotion, supervisors and co-workers (Afandi, 2018).

## Data Analysis Techniques

The analysis technique in this study uses the PLS technique which is carried out in two stages, namely: testing the measurement model (outer model), and testing the structural model (inner model). The data is processed with the help of the SmartPLS version 3 application.

## Results and Discussion

### Validity and Reliability

Test shows the measurement capability of the research questionnaire. The validity of the research construct is determined using convergent validity. The measurement scale for *the loading factor value* of all statement items  $\geq 0.50$ , then it is considered sufficient to meet the convergent validity or valid

standards (Haryono, 2016: 382) . The reliability test was conducted to determine the consistency of the questionnaire answers. To evaluate the reliability of the instrument, the researcher used composite reliability. If the *Composite Reliability value* of all variables is  $> 0.70$ , then the variables have met the *Composite Reliability standard* or all variables are reliable (Haryono, 2016: 383) (Hamid & Anwar, 2019: 56) .

Table 1 Validity and Reliability Results

Organizational Culture (X <sub>1</sub> )	X <sub>1</sub> 1.1	0.431	0.893
	X <sub>1</sub> 1.2	0.650	
	X <sub>1</sub> 1.3	0.792	
	X <sub>1</sub> 2.1	0.744	
	X <sub>1</sub> 2.2	0.706	
	X <sub>1</sub> 3. 1	0.831	
	X <sub>1</sub> 3.2	0.830	
Motivational Quote (X <sub>2</sub> )	X <sub>2</sub> 1.1	0.455	0.8 20
	X <sub>2</sub> 1.2	0.503	
	X <sub>2</sub> 2.1	0.680	
	X <sub>2</sub> 2.2	0.769	
	X <sub>2</sub> 2.3	0.791	
	X <sub>2</sub> 3.1	0.633	
	X <sub>2</sub> 3.2	0.388	
Job Satisfaction (Y <sub>1</sub> )	Y <sub>1</sub> 1.1	0.508	0.867
	Y <sub>1</sub> 1.2	0.561	
	Y <sub>1</sub> 2.1	0.404	
	Y <sub>1</sub> 2.2	0.823	
	Y <sub>1</sub> 2. 3	0.618	
	Y <sub>1</sub> 3.1	0.567	
	Y <sub>1</sub> 3. 2	0.491	
	Y <sub>1</sub> 4.1	0.749	
	Y <sub>1</sub> 4.2	0.462	
	Y <sub>1</sub> 5.1	-0.228	
	Y <sub>1</sub> 5.2	0.596	
	Y <sub>1</sub> 5. 3	0.673	
Employee Performance (Y <sub>2</sub> )	Y <sub>2</sub> 1.1	0.502	0.759
	Y <sub>2</sub> 1.2	0.645	
	Y <sub>2</sub> 1.3	0.340	
	Y <sub>2</sub> 2.1	0,131	
	Y <sub>2</sub> 3.1	0,818	
	Y <sub>2</sub> 3.2	0,421	
	Y <sub>2</sub> 3.3	0,396	

From the table above, it can be seen that the *loading factor* value of all statement items is  $\geq 0.50$ , so all statement items are declared valid . Except for statement items X1\_1, X2\_1, X2\_7, Y1\_4, Y1\_6, Y1\_7, Y1\_11, Y2\_3, Y2\_4, Y2\_6, and Y2\_7, therefore the statement items must be dropped (deleted) from the research diagram. And for the *Composite Reliability* value of all variables  $> 0.70$ , then all variables have met the *Composite Reliability standard* or all variables are reliable.



## Goodness of Fit

To show the relationship between the manifest and latent variables of the main predictor variables, mediators, and outcomes in a complex model, a structural model evaluation is conducted. The validity of this model is usually determined by the R Square (R2) and Q Square (Q2) tests. Specifically, the R-Square value reveals the relationship between exogenous variables and endogenous variables. The determination coefficient values in this study are listed in the following Table

Table 2 Coefficient of Determination

R Square	
Job satisfaction	0.219
Employee Performance	0.304

From the table above, it can be seen that the *R Square value of the Job Satisfaction variable (Y1)* is 0.219, this indicates that the Organizational Culture (X1) and Work Motivation (X2) variables are able to explain the Job Satisfaction variable (Y1) by 21.9%, so it can be concluded that the model is considered weak (Hamid & Anwar, 2019: 43). The *R Square value of the Employee Performance variable (Y2)* is 0.304, this indicates that the Organizational Culture (X1), Work Motivation (X2), and Job Satisfaction (Y1) variables are able to explain the Employee Performance variable (Y2) by 30.4%, so it can be concluded that the model is considered weak (Hamid & Anwar, 2019: 43).

## Outer Model Evaluation

Outer Model or Outer Measurement is also called a measurement model. The outer model test aims to specify the relationship between latent variables and their indicators.

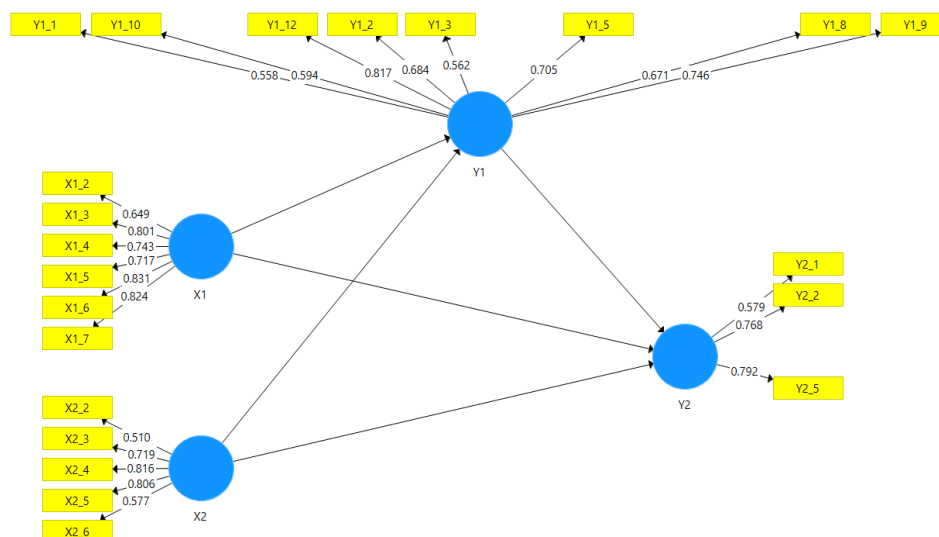


Figure 2 Outer Model Evaluation

The first model evaluation is discriminant validity which is measured by comparing the square of average variance extracted (AVE) on each construct with the correlation between the construct and other

constructs in the model. This model has sufficient discriminant validity if the AVE value on each construct is greater than the correlation between the construct and other constructs. Learning variables:

Table 3 Results of the Discrimination Validity Test

	Organizational culture	Work motivation	Job satisfaction	Employee Performance
Organizational culture	<b>0.764</b>			
Work motivation	0.274	<b>0.696</b>		
Job satisfaction	0.298	0.429	<b>0.673</b>	
Employee Performance	0.354	0.460	0.411	<b>0.719</b>

The AVE root values of variables X1, X2, Y1, and Y2 are 0.764, 0.696, 0.673, and 0.719. The AVE root value is higher than the correlation between constructs with other constructs, therefore it is declared valid (Haryono, 2016: 383) .

## Hypothesis Testing Results

Hypothesis testing is carried out to test the hypotheses made in this study, both direct and indirect influences.

Table 4 Results of Direct and Indirect Influence

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
X1 -> Y1	0,195	0,211	0,096	2,033	0,043
X1 -> Y2	0,205	0,208	0,101	2,023	0,044
X2 -> Y1	0,375	0,403	0,099	3,779	0,000
X2 -> Y2	0,311	0,307	0,121	2,569	0,010
Y1 -> Y2	0,217	0,230	0,106	2,036	0,042
X1 -> Y1 -> Y2	0,042	0,049	0,033	1,268	0,205
X2 -> Y1 -> Y2	0,081	0,092	0,049	2,040	0,046

The first hypothesis of the direct influence of the Organizational Culture variable (X1) on Job Satisfaction (Y1) is 0.195 with a t-statistic value of 2.033 > 1.96 or a p value of 0.043 < 0.05, so H1 is accepted, namely that Organizational Culture has a significant influence on Job Satisfaction.

The second hypothesis of the direct influence of the Organizational Culture variable (X1) on Employee Performance (Y2) is 0.205 with a t-statistic value of 2.023 > 1.96 or a p value of 0.044 < 0.05, so H2 is accepted, namely that Organizational Culture has a significant influence on Employee Performance.



The third hypothesis of the direct influence of the Work Motivation variable (X2) on Job Satisfaction (Y1) is 0.375 with a t-statistic value of  $3.779 > 1.96$  or a p value of  $0.000 < 0.05$ , so H3 is accepted, namely Work Motivation has a significant effect on Job Satisfaction.

The fourth hypothesis of the direct influence of the Work Motivation variable (X2) on Employee Performance (Y2) is 0.311 with a t-statistic value of  $2.569 > 1.96$  or a p value of  $0.010 < 0.05$ , so H4 is accepted, namely Work Motivation has a significant influence on Employee Performance.

The fifth hypothesis The direct influence of the Job Satisfaction variable (Y1) on Employee Performance (Y2) is 0.217 with a t-statistic value of  $2.036 > 1.96$  or a p-value of  $0.042 < 0.05$ , so H5 is accepted, namely Job Satisfaction has a significant influence on Employee Performance.

The sixth hypothesis of the indirect influence of the Organizational Culture variable (X1) on Employee Performance (Y2) through Job Satisfaction (Y1) is 0.042 with a t-statistic value of  $1.268 < 1.96$  or a p value of  $0.205 > 0.05$ , then H6 is rejected, namely that Organizational Culture does not have a significant influence on Employee Performance through Job Satisfaction.

The seventh hypothesis is the indirect influence of the Work Motivation variable (X2) on Employee Performance (Y2) through Job Satisfaction (Y1) of 0.081 with a t-statistic value of  $2.040 < 1.96$  or a p value of  $0.046 > 0.05$ , so H7 is accepted, namely Work Motivation. has a significant influence on Employee Performance through Job Satisfaction.

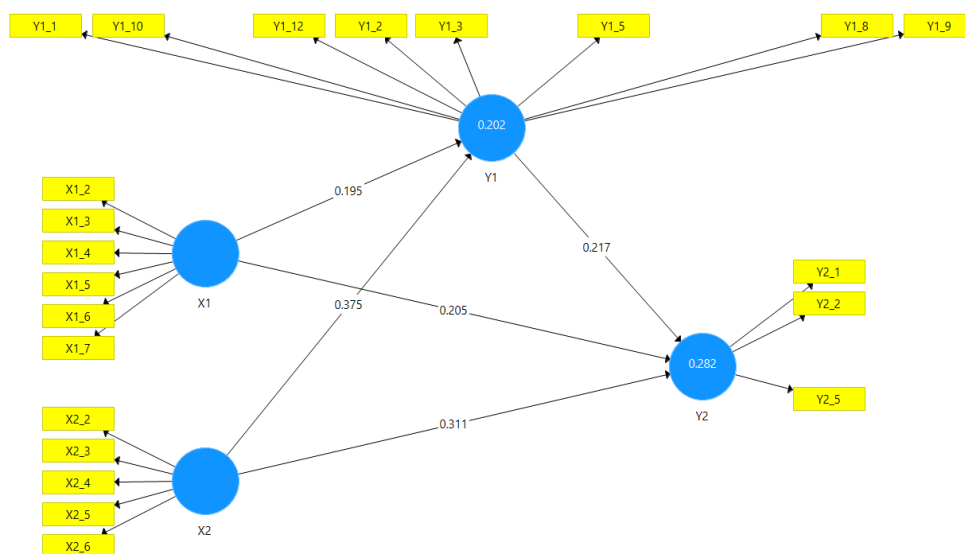


Figure 3 Inner Model Test Results

## Discussion

This study examines the role of Organizational Culture and Work Motivation on Employee Performance through Job Satisfaction at the Regional Secretariat of East Flores Regency. The results of the study indicate that Organizational Culture has a significant effect on job satisfaction and employee performance at the Regional Secretariat of East Flores Regency. With the existence of norms, the work environment will be orderly, feel safe and peaceful in working, and relationships between employees will be harmonious. The implementation of good norms in a work environment can have an impact on an employee's job satisfaction and improve an employee's performance. Work motivation also significantly

influence job satisfaction and employee performance of the Regional Secretariat of East Flores Regency. With good work motivation such as paying attention to the needs required by employees, employees will certainly feel satisfied with what they do and are motivated to do their work seriously so as to produce maximum performance.

Job satisfaction is able to mediate the influence of work motivation on employee performance. This means that work motivation can improve employee performance if employees have high satisfaction with the efforts or work they have done for the organization. Employees with a good level of job satisfaction with the motivation given by the agency, this can trigger employee enthusiasm in carrying out work so as to produce good performance. Job satisfaction is not able to mediate the influence of organizational culture on employee performance. This shows that without job satisfaction, an employee who has always implemented the implementation of organizational culture will always work effectively and efficiently to improve performance.

### **Conclusion**

Organizational Culture and Work Motivation have a significant positive effect on Job Satisfaction. Organizational Culture and Work Motivation have a significant positive effect on Employee Performance. Job satisfaction as a mediating variable is not able to mediate the relationship between Organizational Culture and employee performance, but is able to mediate the relationship between work motivation and employee performance.

The government should always implement and review SKP (employee performance targets) as a tool to measure employee performance, prioritize employee Job Satisfaction by paying attention again to work supervision carried out by the agency and need to study more deeply the implementation of Organizational Culture, especially in the application of existing norms and values and on Work motivation, the agency needs to pay attention again to the relationship between colleagues. This needs to be considered maximally because these three aspects greatly influence improving employee performance. On the other hand, it is necessary to conduct socialization regarding the values that are the basis for employees in working, so that it is hoped that employees can easily complete their work with better work results.

The limitations in this study are the small number of samples and the scope of the study is not too broad, so the researcher suggests that further researchers can develop this study by using other variables that can affect employee performance, especially the use of appropriate mediation variables and a larger number of samples, so as to obtain better results and newness in the study.

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