THE INFLUENCE OF ORGANIZATIONAL CULTURE AND MOTIVATION ON EMPLOYEE PERFORMANCE MEDIATED WORK SATISFACTION IN AGRICULTURE AND FOOD SERVICES, BADUNG REGENCY

Author
Ni Luh Krishna Purwita Dewi
Student of Post Graduate Program, Mahasraswati University Denpasar, Bali, Indonesia.
inakrishna22@gmail.com

Anik Yuesti
Assistant Professor at the Post Graduate Program, Mahasraswati University Denpasar, Bali, Indonesia.
anikyuesti@unmas.ac.id

I Ketut Setia Sapta
Associate Professor at the Post Graduate Program, Mahasraswati University Denpasar, Bali, Indonesia.
ketutsetiasapta@yahoo.com

ABSTRACT
This study aims to examine the influence of organizational culture and motivation on employee performance mediated by job satisfaction in the Agriculture and Food Service Office of Badung Regency. The sample of this study was 100 employees at the Badung Regency Agriculture and Food Service. The analysis technique used in this study is the Smart-Software PLS (Partial Least Square). The results showed that organizational culture and motivation had a positive and significant effect on job satisfaction. The results showed that organizational culture and motivation had a positive and significant effect on employee performance, job satisfaction had a positive and significant effect on employee performance.

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

INTRODUCTION
An organization both government and private organizations in carrying out their activities will strive to achieve the goals set previously. One thing that must be considered is that the success of various activities within the organization in achieving its goals does not only depend on technological excellence, available operating funds, facilities or infrastructure owned, but also depends on aspects of human resources. This human resource factor is an element that must be considered by the organization, because it is in hands that humanall activities will be realized in an effort to realize the goals of the organization, so we need human resources who have high morale in carrying out all activities in an effort to produce better organizational performance.

Employees are a very important asset for the company, because the performance they do greatly influences the effectiveness of the company's performance. Therefore improving employee performance is the main focus of the human resource management unit. Performance is something that is achieved by someone in carrying out the responsibilities and work given. Mathis and Jackson (2012) suggested that performance is the result of quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities given to him. Achievement of company productivity largely are determined by the performance of employees.

Employee performance is the result or work performance of employees which is assessed in terms of quality and quantity based on work standards determined by the organization (Dessler, 2011). Good performance is optimal performance, which is performance that is in line with organizational standards and supports the achievement of organizational goals. Improved employee performance will bring progress for the company to be able to survive in an unstable business environment competition. Good performance is the goal to be achieved by every organization. The performance of an organization is inseparable from the performance of employees in carrying out their duties and responsibilities. Therefore efforts to improve employee
performance represent the most serious management challenges, because success in achieving company goals depends on the quality and quantity of performance of the human resources that are in it.

Badung Regency’s Office of Agriculture and Food as a government agency expects good performance as a target to be achieved to realize the objectives of the Badung Regency’s Office of Agriculture and Food. The performance of employees in this office is still not optimal in terms of quantity, indicated by the achievement of the work targets set. Employee knowledge about work also still needs to be improved, because there are some employees who have difficulty in completing their work. The suboptimal results are also shown in terms of quality of work. This is indicated by the number of work equipment damaged due to errors in use which shows that not all employees perform work according to standard operational procedures.

Based on the observations show a decline in the percentage gains of employees of the Department of Agriculture and Food of Badung 2016 employee performance by 90% decreased to 89% in 2017, dropped to 80% in 2018 but in 2019 increased from the previous year to 85% . For every organization employee performance is very important because by having employees who have good performance, the goals of the organization will be easier to achieve.

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

LITERATURE REVIEW

Employee

Performance Performance is the result of a process that is referenced and measured over a certain period of time based on predetermined provisions or agreements. The term performance of the word job performance performance or actual performance actual (work achievement) is the work quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given to him (Edison, 2016). Performance reflects the ability and skills in certain jobs that have an impact on the reward of the company. Performance is the success of a person in carrying out tasks, the work achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities or about how a person is expected to function and behave in accordance with the tasks assigned to him and the quantity, quality and time spent in carrying out tasks. Performance is the result of work achieved by someone in carrying out their duties on business skills and opportunities (Hasibuan, 2008). Performance or performance is the work that can be achieved by an employee in carrying out their duties in accordance with the responsibilities given to him. Mathis and Jackson (2002) suggested that employee performance is basically what employees do or don’t do that affects how much they contribute to the organization which includes quality, quantity and duration and attendance at work. Based on some of the above understanding, it can be concluded that performance is the result obtained by someone in doing their work within a certain time in accordance with the responsibilities that have been given by an organization.

Job Satisfaction

The leadership of a company needs to pay more attention to the problem of job satisfaction of its employees. This is because the employee's lack of satisfaction will have a significant impact on the company, especially in achieving company goals. According to Robbins and Judge (2006) job satisfaction is a positive feeling about one's work that is the result of evaluating its characteristics. Job satisfaction is a set of employees' feelings about whether or not an employee's job is fun. Job satisfaction a pleasant or unpleasant emotional state in how employees view their work. Job satisfaction reflects one's feelings about their work (Handoko, 2014). Job satisfaction is a person's feelings and assessments of his work, especially regarding work conditions in relation to whether his work is able to meet the expectations, needs, and desires. Based on some of the above understanding, it can be concluded that satisfaction is the feeling and assessment of a person for his work, especially regarding the conditions of work in relation to whether the work is able to meet the expectations, needs, and desires.

Organizational Culture

Organizational culture is the basic philosophy of the organization that contains beliefs, norms and shared values that are the core characteristics of how to do things in the organization. These beliefs, norms and values become the basis of human resources in the organization in carrying out its performance (Wibowo, 2011). Organizational culture is a belief, feeling, behavior and symbols that characterize an organization. More
specifically the organizational culture is formulated as the views, ideals, beliefs, feelings, principles, hopes, attitudes, norms and others of all members of the organization. An organization if it wants to maintain a strong culture, the organization must be consistent and try as much as possible to apply it continuously to its employees. Because if an organization does not consistently apply a strong culture to its employees then that culture will gradually disappear and eventually the company will become weak. Weak companies will have an effect on the decline in the quality of company performance management. Based on this understanding, the conclusion is drawn that the understanding of organizational culture is a set of assumptions or belief systems, values and norms adopted by each member of the organization that serve as guidelines for shaping and directing behavior in overcoming problems due to change.

Motivation
Motivation is a condition (energy) that moves within a directed individual to achieve organizational goals. Motivation arises from two impulses, namely encouragement from within oneself (internal motivation) and encouragement from outside oneself or other parties (external motivation). The motivation levels are low, medium and high. Different levels of individual motivation in organizations greatly affect work results and even performance in organizations (Robbins, 2009). Motivation is a concept that is used to describe the impulses that arise from an individual who ultimately moves or directs the behavior of the individual concerned. Meanwhile according to Mangkunegara (2005) states that motivation is formed from the attitudes of employees in dealing with work situations in the company. Motivation is a condition or energy that moves employees who are directed or directed to achieve the goals of the organization of the company. The mental attitude of employees who are pro and positive towards work situations is what makes their work motivation to achieve maximum performance. Based on this description, it can be concluded that motivation is a process that begins with the need for someone to be stimulated by something outside of themselves and then towards the goal or goal. Therefore the leader must motivate by satisfying the needs of the employees so that employees can devote their abilities, skills and expertise to the work for which they are responsible, which in turn can produce jobs that are in line with organizational goals.

Hypothesis
H1: Organizational culture has a positive effect on job satisfaction.
H2: Motivation has a positive effect on job satisfaction.
H3: Organizational culture has a positive effect on employee performance.
H4: Motivation has a positive effect on employee performance.
H5: Job satisfaction has a positive effect on employee performance.

RESEARCH METHODS
In this study the variables tested were the influence of organizational culture and motivation on employee performance with satisfaction as a mediating variable. This research was conducted at the Agriculture and Food Service Office of Badung Regency. The object of research is employees who work in the Agriculture and Food Office of Badung Regency. The population in this study were 182 employees of the Agriculture and Food Office of Badung Regency, which was spread over the existing sections. The sample in this study were employees of the Badung Regency Agriculture Office. In this study the determination of the sample was carried out using the formula Slovin and obtained a sample of 125 people, taken by stratified random sampling technique. Inferential analysis techniques are used to test empirical models and hypotheses proposed in this study. The analysis technique used is a structural equation model (Structural Equation Modeling-SEM) based on variance or component based SEM.

RESULTS AND DISCUSSION
Hypothesis Test

Table 1

<table>
<thead>
<tr>
<th>Relationship Between Variables</th>
<th>Path Coefficient</th>
<th>t-Statistics</th>
<th>Sig</th>
<th>Ketengan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Culture → Job Satisfaction</td>
<td>0.381</td>
<td>3,004</td>
<td>0.005</td>
<td>Positive</td>
</tr>
<tr>
<td>Motivation → Satisfaction</td>
<td>0.405</td>
<td>4,898</td>
<td>0.000</td>
<td>Positive</td>
</tr>
<tr>
<td>Organizational Culture Employee Performance</td>
<td>0.643</td>
<td>6,028</td>
<td>0.000</td>
<td>Positive</td>
</tr>
<tr>
<td>Motivation → Employee Performance</td>
<td>0.407</td>
<td>4,041</td>
<td>0.000</td>
<td>Positive</td>
</tr>
<tr>
<td>Satisfaction → Employee Performance</td>
<td>0.477</td>
<td>4,616</td>
<td>0.000</td>
<td>Positive</td>
</tr>
</tbody>
</table>
1) Direct Testing
Direct testing between variables in the model can be known through the coefficient path of each relationship between variables at a significant level based on t-statistics and P-values. In detail about the direct relationship between variables explained and shown in Table 1. Based on the results of the analysis above can determine the results of hypothesis testing as follows:

a) The Effect of Organizational Culture on Job Satisfaction (H1)
Based on Table 1 above shows that organizational culture shows a positive influence on job satisfaction where the path coefficient shown is 0.381 with a t-statistic of 3.004 with significantly 0.005 smaller than sig 0.050. These test results indicate that organizational culture positive and significant impact on job satisfaction, so that Hypothesis 1 (H1) can be empirically proven. These results give the sense that the better the organizational culture will be able to increase employee job satisfaction.

b) Effect of Motivation on Job Satisfaction (H2)
Based on Table 1 above shows that motivation shows a positive effect on job satisfaction where the path coefficient shown is 0.405 with a t-statistic of 4.898 with a sign of 0.000 less than the significance of 0.050. The results of this test indicate that motivation has a positive and significant effect on job satisfaction, so Hypothesis 2 (H2) can be proven empirically. These results give meaning that motivation can increase job satisfaction.

c) Influence of Organizational Culture on Employee Performance (H3)
Based on Table 1 above shows that the culture of the organization showed a positive effect on employee performance where indicated path coefficient of 0.643 with a t-statistic with sig 6.028 0.000 of significance 0.050. The results of this test indicate that organizational culture has a positive and significant effect on employee performance, so Hypothesis 3 (H3) can be proven empirically. These results give the meaning that organizational culture can improve employee performance.

d) Effect of Motivation on Employee Performance (H4)
Based on Table 1 above shows that the motivation to show a positive effect on employee performance where the path coefficient of 0.407 motivation shown by the t-statistic with sig 4.041 0.000 0.050 of significance. These test results indicate that motivation positive and significant effect on the performance of employees, so that Hypothesis 4 (H4) can be empirically proven. These results give meaning that motivation can improve employee performance.

e) Effect of Job Satisfaction on Employee Performance (H5)
Based on Table 1 above shows that job satisfaction shows a positive effect on employee performance where coefficient the motivation path shown is 0.477 with t-statistic 4.616 with sig 0.000 smaller than significance 0.050. These test results show that job satisfaction is positive and significant effect on the performance of employees, so that Hypothesis 5 (H5) can be empirically proven. These results give the meaning that job satisfaction can improve employee performance.

2) Indirect Testing
Indirect effect Testing the effect between organizational culture variables and on employee performance through job satisfaction and the influence of motivation variables on employee performance through job satisfaction is shown in Table 2.

Table 2
Indirect Effects of Organizational Culture and Motivation on Employee Performance Mediated Job Satisfaction

<table>
<thead>
<tr>
<th>Relationships</th>
<th>Indirect Effect</th>
<th>Total Effect</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct</td>
<td>: X1 → Y1</td>
<td>0.381</td>
</tr>
<tr>
<td>Indirect</td>
<td>: X1 → Y1 → Y2</td>
<td>0.381 X 0.477 = 0.180.477 = 0.181</td>
</tr>
<tr>
<td></td>
<td></td>
<td>0.381 + 0.181 = 0.562</td>
</tr>
<tr>
<td>Direct</td>
<td>: X2 → Y1</td>
<td>0.4050.405</td>
</tr>
<tr>
<td></td>
<td>: X2 → Y1</td>
<td>0.4050.405</td>
</tr>
<tr>
<td>Indirect</td>
<td>: X2 → Y1 → Y2</td>
<td>0.405 X0.405 X 0.477 = 0.193</td>
</tr>
<tr>
<td></td>
<td></td>
<td>0.405 + 0.193 = 0.598</td>
</tr>
</tbody>
</table>

Source: Data processed, 2020
a) Based on the test results above that the role of job satisfaction (Y1) as a mediator of the influence of organizational culture (X1) on employee performance (Y2), is done by comparing direct effects (direct effect) organizational culture (X1) on employee performance (Y2) with indirect influence (indirect effect) organizational culture variable (X1) on employee performance (Y2) through job satisfaction (Y1). Based on the above test is known that job satisfaction (Y1) acts as a partial mediation (partial mediation). Based on Table 2 above it can be seen that the value of organizational culture (X1) has a positive direct effect on job satisfaction (Y1), where the path coefficient shows a value of 0.381, while the value of the indirect influence of organizational culture (X1) on employee performance (Y2) through job satisfaction (Y1) amounted to 0.181 (0.381 X 0.477) as shown in Table 5:14. Based on these findings, where a total of the direct effect of 0.381 less than the total indirect effect of 0.405, it can be inferred job satisfaction (Y1) serves as mediate by influence of organizational culture (X1) on employee performance (Y2).

b) Based on the test results above, the role of job satisfaction (Y1) as a mediator is the effect of motivation (X2) on employee performance (Y2) by comparing the direct effect of motivation (X1) on employee performance (Y2) with (indirect effect indirect effect) motivation variable (X2) on employee performance (Y2) through job satisfaction (Y1). Based on this test it can be seen that job satisfaction (Y1) acts as partial mediation. Table 2 it can be seen that the motivational value (X2) has a direct impact positively on job satisfaction (Y1) in which the path coefficient showed a value of 0.405, while the value of the indirect influence motivational value (X2) the employee performance (Y2) through job satisfaction (Y1) amounted to 0.191 (0.405 X 0.477) as shown in Table 5:14. Based on these findings, where the total direct effect of 0.405 is smaller than the total indirect effect of 0.598, it can be concluded that job satisfaction (Y1) acts as a mediating effect of motivation on employee performance (Y2).

Discussion
Hypothesis testing results state that organizational culture has a positive and significant effect on job satisfaction, this means that the better application of organizational culture in the Agriculture and Food Service Office of Badung Regency will create employee job satisfaction. The achievement of success in an organization can not be separated from the role of human resources in the company, for that every organization or company that realizes the importance of quality human resources for the progress of the company, trying to manage well its human resources in order to be able to achieve targets target set by the company. The same results were also obtained in the research of Gabriel (2018) with the title Effect of Leadership, Organizational Development and Organizational Culture on Employee Job Satisfaction in the Office of Education and Culture of Manado City which states that the variables of leadership, organizational development and organizational culture have a positive and significant effect on job satisfaction.

The results of hypothesis testing state that motivation has a positive and significant effect on job satisfaction, this means that the better the application of motivation in the Agriculture and Food Service Office of Badung Regency will create employee job satisfaction. This is due to the achievement of physiological needs, security needs, social needs, self-esteem needs and self-actualization needs which are the processes of making employees satisfied doing obligations in the organization. The same results were also obtained in Riana's study (2015) under the title Effect of Motivation on Job Satisfaction and Performance of Civil Servants at the Nusa Dua Tourism College of Bali which states that motivation variables had a positive and significant effect on job satisfaction.

Hypothesis testing results state that organizational culture has a positive and significant effect on employee performance, this means that organizational culture that is applied to the Agriculture and Food Service Office of Badung Regency is able to improve employee performance. The same results were also obtained in Ratna's research (2017) with the title Effect of Leadership Style, Organizational Culture and Organizational Commitment on Employee Performance at the Agriculture Service Office in Mamuju Regency which states that the variables of leadership, organizational culture and organizational commitment have positive and significant effects on employee performance.

Hypothesis testing results state that motivation has a positive and significant effect on employee performance, this means that motivation applied to the Department of Agriculture and Food in Badung Regency is able to improve employee performance. The same results were also obtained in Hanafi's study (2017) with the title Effect of Motivation and Work Environment on Employee Performance with Job Satisfaction as Mediation Variables at PT. BNI Life Insurance which states that motivation and work environment variables have a positive and significant effect on employee performance.

Hypothesis testing results state that job satisfaction has a positive and significant effect on employee performance, this means that the higher the level of job satisfaction in the Agriculture and Food Service Office of Badung Regency will be able to improve the performance of these employees. The same results were obtained in the study of Afshar and Doosti (2016) with the title Investigating the Impact of Job
Satisfaction/Dissatisfaction on Iranian English Teacher Job Performance which states that job satisfaction variables have a positive and significant effect on employee performance.

Conclusions and Recommendations

Conclusions

Based on the results of the above research conclusions can be formulated as follows:

1) Organizational culture has a positive and significant effect on job satisfaction. This result gives the meaning that increasingly gives employees the freedom of ideas in working in accordance with regulations that apply to organizations in the Agriculture and Food Service Office of Badung Regency.

2) Motivation has a positive and significant effect on job satisfaction. This indicates that the better the work motivation, the better job satisfaction at the Badung Regency Agriculture and Food Service.

3) Organizational Culture has a positive and significant effect on employee performance. This indicates that the better the organizational culture, the better the performance of employees in the Badung Regency Agriculture and Food Service.

4) Motivation has a positive and significant effect on employee performance. This indicates the better work motivation, the better the performance of employees at the Badung Regency Agriculture and Food Service.

5) Job satisfaction has a positive and significant effect on employee performance. This means that more benefits are provided that are in line with employee expectations in the Badung Regency Agriculture and Food Service so that they will be able to improve employee performance.

Recommendations

Based on these conclusions it can be suggested as follows:

1) For students, the results of this study can be used as a source of teaching or case studies in activities in certain subjects. In addition, the results of this study can be used as a literature review in order to conduct similar research by adding research samples and reconstructing the research model with other variables so that the research results are in accordance with the actual situation.

2) For companies, the results of this study can be used to optimize employee performance. This can be done by designing regulations and policies to improve organizational culture, motivation and job satisfaction.

3) For universities, the results of this research can be used as teaching material and examples in analyzing case studies in certain subjects in order to prepare graduates who later wish to become public accountants.

4) For future researchers, the results of this research can be used as teaching resources or case studies in certain course activities. Based on the determinants of the performance of employees quite a lot and are different from the conditions of the institutions with each other. The results of this study can be used as a library study in order to conduct similar research through a longitudinal approach (from time to time) and allow it to be used in other institutions by adding research samples and reconstructing research samples with other variables so that the research results are in accordance with actual conditions.

REFERENCES


