



WORK CULTURE AND JOB SATISFACTION ON PERFORMANCE WITH MOTIVATION AS INTERVENING VARIABLE

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Abstract

This study aims to determine the effect of work culture and job satisfaction on employee performance with work motivation as an intervening variable in Badan Pertanahan Nasional (BPN) Kulon Progo. This study uses the Accidental Sampling method with a research sample of 61 employees. Based on this research the work culture had no effect on work motivation meanwhile job satisfaction had positive effect on work motivation. Work motivation and work culture had a significant and positive on performance. Job satisfaction had no significant effect on performance. Work motivation did not have an impact to work culture on employee performance but it had a significant impact to job satisfaction on employee performance.

Keywords: work culture; work motivation; employee performance; job satisfaction

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INTRODUCTION

The success of a company in achieving the goal is determined by qualified human resources which means they have the ability, proficiency, and skill to perform their tasks. Besides, the development of human resources also needs attention. Through the development of human resources, the performance can be well achieved. To achieve optimal performance, each employee has to follow the procedures following the determined guidelines because an employee's performance is a clue in a company to compete (Ardana, I Komang., Ni Wayan Mujiati., 2012). Human resources play a very big role for the progress of the company, because one of the productions in the company (Dewi & Wibowo, 2020). Performance is a process or work that results in quality and quantity achieved by an employee in performing their task following the responsibility given to them (Mangkunegara, 2012).

National Land Affairs Agency or Badan Pertahanan Nasional (BPN) is a non-ministry government organization located in Kawijjo Street, Pengasih, Kulon Daerah Istimewa Yogyakarta that performing the governance tasks in defense field following the law regulations. In this study, the problem can be seen at productivity aspect that there is no human resources competency yet as an instructor and the planning executor of spatial and space utilization. Moreover, there is a problem in human resources about its performance quantity lack. This study completes the previous research that has different study results.

To make reliable and optimal defense service and room stylist implementation needs good employee performance. Hence, the company should be able to improve its employee's performance. The company effort to achieve the goal requires awareness, discipline, loyal, and a responsible employee upon his given and performed tasks. Each company certainly expects to have employees with good performance. More performances on the employee results in the whole company's productivity improvement and the company will be easy to achieve its goal. Work culture is someone's point of view in his occupied field and owned moral principles at work. Therefore, it can build a strong belief upon the basis of trusted values, obtain a high spirit, and mean to achieve the best performance in working (Stephen, 2015). The indicators of work culture are discipline on applicable regulations either inside or outside the company, openness to fellow work partners for the company's interest, mutual respect,

and working together with fellow work partners to achieve the company's goal and target (Firdaus, 2019). A quality work culture has an important role for the organization. However, in some organizations, a quality work culture does not play an important role. However, in some organizations, a quality work culture has an important role for employees in providing good service to customers (Ali et al., 2015). Increased work culture needs to be motivated so that employees can demonstrate the ability and behavior of employee commitment as expected, such as commitment to the organization's vision and mission, trust and commitment in carrying out daily tasks, avoiding absenteeism, arriving late, leaving early, postponing work and so on (Bahari, 2021).

Work satisfaction is a positive attitude related to the self-adaptation of the employees to their jobs. If an employee feels satisfied with his works, thus the employee will have a positive attitude, proud, and rate his work highly because the work situation and condition can fulfill the needs, desires, and hopes (Rasmi et al., 2017). Job satisfaction has an important role in the attitudes and beliefs of employees that can influence the behavior of and relationship with the organization (Alsafadi & Altahat, 2021). Every organization needs to make employees motivated and satisfied with the performance with different methods (Inayat & Jahanzeb Khan, 2021). The indicators that can influence work satisfaction are salary, comfort, proudness of organization, award of work result, chance to develop, work meaning, authority to manage the time, and feedback to the tasks (Roy Sahputra Saragih, 2019). The higher employee's work satisfaction, the higher employee's performance. The bigger employee's work motivation, the higher their work satisfaction (Cong et al., 2013). If the company always perform the career development and compensation with a good, a good relationship between colleagues, always motivates superiors, it will make the employees feel comfortable working. So, employees will do the best and always strive to provide the best performance to the company (Paais & Pattiruhu, 2020).

Motivation is a set of attitudes and values that influence an individual to achieve certain things following his purpose. Therefore, motivation can be interpreted as an individual encouragement to act because of his urge. If an individual is motivated, this individual will act positively to do something, because it can satisfy his desire (Kaswan, 2017). Employee behavior is motivated by the desire to achieve certain goals (Mahardhika et al., 2021). Motivation is one of the driving factors for improving the performance of employees and to encourage the role of leadership to change the organization to be more optimal and professional, (Yumhi yumhi, Dwi Martoyo, Zakiyya Tunnufus, 2021). Employees are the main actors who support the achievement of company goals. To increase positive attitudes that can encourage employees to achieve organizational goals, motivation must be increased both external and internal motivation (Ali et al., 2015). Work motivation makes employees aware of their responsibility and work better, and pushed to always complete their works passionately (Prahawan et al., 2014). Work motivation can be influenced by the level of income/salary, benefits, work security and comfort, rewards, and career (Muhammad Ridlwan, Dian Alfia Purwandari, 2020). Employee career paths are always sought after in a job, but the focus on bonuses and high salaries does not always provide optimal results on satisfaction and performance (Paais & Pattiruhu, 2020).

Performance is a work's achievement or output that the quality and quantity achieved by Human Resources in performing their job tasks follow the given responsibility (Mangkunegara, 2012a). Employee performance is individual related to his personality and contributes to his potential to achieve certain goals (Nur & Widhi, 2019). Employee's performance can be influenced by motivation because if the employee is motivated, they will work with more effort hence the performance will be increased (Azar & Shafiqhi, 2013). Employee who has tasks according to his abilities, then the employee tends to show higher performance (Muhammad Ridlwan, Dian Alfia Purwandari, 2020).

In the previous study, there is a difference in study results between work culture toward work motivation, work satisfaction toward performance, and work motivation doesn't mediate the relation between work culture influences toward performance. The study conducted by (Pratiwi, 2016) and (Ferdy Kurniawan, Erlina, 2019) work culture positively and significantly influenced work motivation. On the other side, in the study conducted by (Widodo, 2017), work culture didn't influence motivation significantly. The study by (Badrianto & Ekhsan, 2020), (Pratiwis, E. Rahma, Yuniantos, 2018) stated that work satisfaction positively and significantly influenced performance. Work satisfaction doesn't influence performance significantly, supported by the study by (Kristine, 2017). The study by (Rohyani, 2015) stated that work culture influenced performance significantly through motivation as an intervening variable. Moreover, the study by (Al-Musadieq et al., 2018) mentioned that work motivation didn't mediate the relation between work cultures toward performance.

This study aimed to discover the influence of work culture toward work motivation, the influence of work satisfaction toward work motivation, the influence of work motivation toward employee's performance, the influence of work culture toward employee's performance, the influence of work satisfaction toward employee's performance, the influence of work culture toward performance with work motivation as an intervening variable, and the influence of work satisfaction toward performance with work motivation as intervening variable at Badan Pertanahan Nasional (BPN) Kulon Progo Office.

METHOD

This research is descriptive research with quantitative research methods. The population used amounted to 61 employees work in Badan Pertanahan Nasional (BPN) Kulon Progo, and the sample used as many as 61 people with Non-Probability Sampling technique. The type of the criteria of the sample used is Accidental Sampling. Determination of the sample using the technique of the census or sample is saturated, that is by distributing questionnaires to the entire population (Sugiyono, 2015). The independent variable in this research is the work culture and job satisfaction. Meanwhile, the dependent variable in this research is employee performance and an intervening variable in this research is the motivation to work. Data analysis using multiple linear regression analysis, t test, F test, R² test, and path analysis with 2 models.

RESULTS

Table 1. The Results Of Multiple Regression Analysis Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	6.926	3.083		2.247	.028
Work Culture	.421	.260	.249	1.623	.110
Job Satisfaction	.380	.115	.508	3.303	.002

a. Dependent Variable: Work Motivation

Source: The data is processed by the author (SPSS)

$$Z = 6,926 + 0,421 X_1 + 0,380 X_2$$

Based on the results of this study show that the coefficient of the work culture is positive of 0,421, so that showing the work culture has a positive effect on work motivation. The results of the test on the coefficient of job satisfaction is positive of 0,380, so that shows job satisfaction has a positive effect on work motivation.

Table 2. The Results Of Multiple Regression Analysis Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.316	2.714		.485	.630
Work Culture	.625	.223	.283	2.803	.007
Job Satisfaction	.074	.105	.076	.702	.485
Work Motivation	.817	.111	.624	7.393	.000

a. Dependent Variable: Performance

Source: The data is processed by the author (SPSS)

$$Y = 1.314 + 0,628 X_1 + 0,074 X_2 + 0,823 Z$$

Based on the results of this study show that the coefficient of the work culture is positive 0,625, so that shows the work culture has a positive effect on employee performance. The value of the coefficient of job satisfaction is positive of 0.074, so that shows job satisfaction has a positive effect on employee performance. The value of the coefficient of work motivation is positive of 0,817, so that shows work motivation has a positive effect on employee performance.

Table 3. Test Determination (R²) Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.724 ^a	.524	.508	4.026

a. Predictors: (Constant), Job Satisfaction, Work Culture

b. Dependent Variable: Work Motivation

Source: The data is processed by the author (SPSS)

Based on Table 3, it can be seen that the value of Adjusted R Square is 0,508 or 50,8%. This shows that the work culture and job satisfaction can affect the work motivation of 50,8%. Meanwhile, the rest of 49.2 influenced by other factors outside the research.

Table 4. Test Determination (R²)
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.901 ^a	.811	.801	3.363

a. Predictors: (Constant), Work Motivation, Work Culture, Job Satisfaction

b. Dependent Variable: Performance

Source: The data is processed by the author (SPSS)

Based on Table 4, it can be seen that the value of Adjusted R Square is 0,801 or 80,1%. This shows that the work culture, job satisfaction and work motivation can affect the performance of 80,1%. Meanwhile, the rest is a 19,9 influenced by other factors outside the research.

Table 5. F Test
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1036.423	2	518.211	31.969	.000 ^b
	Residual	940.167	58	16.210		
	Total	1976.590	60			

a. Dependent Variable: Work Motivation

b. Predictors: (Constant), Job Satisfaction, Work Culture

Source: The data is processed by the author (SPSS)

Based on the results of this study it can be concluded that the value of sig < 0,05 is equal to 0,00 and the value of F count equal to 31,969 > 3,16 (F table). Meanwhile based on the above conclusions can be stated that the variable X (the work culture and job satisfaction) simultaneously influence on the variable Z (work motivation).

Table 6. F Test
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2773.201	3	924.400	81.742	.000 ^b
	Residual	644.602	57	11.309		
	Total	3417.803	60			

a. Dependent Variable: Performance

b. Predictors: (Constant), Work Motivation, Work Culture, Job Satisfaction

Source: The data is processed by the author (SPSS)

Based on the results of this study it can be concluded that the value of sig < 0,05 is equal to 0,00 and the value of F count equal to 81,742 > of 2,77 (F table). Meanwhile based on the above conclusions can be stated that the variable X (the work culture and job satisfaction) and the variable Z (work motivation) simultaneously influence on the variable Y (performance).

The significant value of the variable work culture of 0,110 > 0,05 with the t count rate is 1,623 < 2,001. T test results above, it can be concluded that H1 is rejected and H0 is accepted, meaning that there is no significant influence between work culture (X₁) on work motivation (Z).

The significant value of the variable job satisfaction of 0,002 < 0,05 with the t count rate is 3,303 > 2,001. T test results above, it can be concluded that H2 is accepted and H0 is rejected, meaning that there is significant influence between job satisfaction (X₂) to work motivation (Z).

The significant value of the variable of work motivation of 0,000 < 0,05 with the t count rate is 7,501 > 2,002. T test results above, it can be concluded that H3 is accepted and H0 is rejected, which means there is significant influence between work motivation (Z) on the performance (Y).

The significant value of the variable work culture $0,006 < 0,05$ with the t count rate is $2,834 > 2,002$. T test results above, it can be concluded that H4 is accepted and H0 is rejected, which means there is significant influence between work culture (X_1) on the performance (Y).

The significance value of the variable job satisfaction of $0,483 > 0,05$ with the t count rate is $0,706 < 2,002$. T test results above, it can be concluded that the H5 is rejected and H0 is accepted, which means there is no significant influence between job satisfaction (X_2) on the performance (Y).

Table 7. Path Coefficient

Variable	The Influence		Description
	Direct	Indirect	
$X_1 \rightarrow Z$	0,421		Not Significant
$X_2 \rightarrow Z$	0,380		
$Z \rightarrow Y$	0,823		
$X_1 \rightarrow Y$	0,628		
$X_2 \rightarrow Y$	0,074		Not Significant
$X_1 \rightarrow Z \rightarrow Y$		$0,421 \times 0,823 = 0,346$	Not Significant
$X_2 \rightarrow Z \rightarrow Y$		$0,380 \times 0,823 = 0,312$	Mediate full

Source: The data is processed by the author, 2021

Based on the results of path analysis obtained by the variable work motivation couldn't mediate work culture influence toward performances because work culture wasn't proven to significantly influence work motivation. Meanwhile, work culture was proven to significantly influence performance, and work motivation was proven to significantly influence performance.

Based on the results of path analysis obtained by the variable work motivation fully mediated the relationship between work satisfaction and performance because work satisfaction didn't significantly influence performance directly. Meanwhile, work satisfaction significantly influenced work motivation, and work motivation significantly influenced performance. The indirect effect of job satisfaction on the performance of $0,380 \times 0,823 = 0,312$.

DISCUSSION

There's no influence of work culture on work motivation. It can be seen from the significant rate of work culture variable in the amount of $0,110 > 0,05$ with the t counted rate was $1,623 < 2,001$. It was supported by the study from (Widodo, 2017) that there were some factors from leadership, compensation, and the other dominant factors that influenced work motivation. Work motivation could be more effective if there is a moved belief in his sub-worker, that with the achievement of organizational goals, following a personal goal achievement.

There was a positive influence of work satisfaction toward work motivation. It can be seen from the significant rate of work satisfaction variable in the amount of $0,002 < 0,05$ with the t count rate was $3,303 > 2,001$. It was supported by the study from (Kristine, 2017). Satisfied employees toward reward, system, relation with fellow working partners, etc. will encourage for employees to show their work achievements. The thing that can influence employees' work satisfaction internally is the job itself results in creative freedom etc.

There was a significant influence of work motivation toward performances. It can be seen from the significant rate of work motivation variable in the amount of $0,000 < 0,05$ with the t count rate was $7,501 > 2,002$. It is supported by the study from (Noviyanti et al., 2019) that a high work motivation could increase employee performance. Employees who have high motivation tend to donate all his ability to the company to improve the performance both in quality and quantity (Adelina da Cruz Carvalho, I Gede Riana, 2020). The measurement of work motivation mirrored through task orientation, time utilization, trust in the leader, and award. The study result showed that the best motivation existed in belief, while employee performances mirrored their work results. To make a work motivation, it needs the support from fellow working partners who can give the biggest motivation while employee's performance was evaluated from its quality as the measure of work success, (Nur & Widhi, 2019).

There is a positive influence of work culture on performance. It can be seen from the significant rate of work culture variable in the amount of $0,006 < 0,05$ with the t count rate was $2,834 > 2,002$. It is supported by the study from (Abdullah, 2020) and (Sembiring & Winarto, 2020) that a strong and positive work culture

would help increase performance because it gives required structure and control without following the formal bureaucracy that prevents motivation and innovation. There is a significant direct influence of work culture on employee performance, because employees are able to adapt to the work environment such as communication and have good relationships between co-workers, so there is no conflict (Mulyadi et al., 2021).

There was no significant influence of work satisfaction toward performance. It can be seen from the significant rate of work satisfaction variable in the amount of $0,483 > 0,05$ with the t count rate was $0,706 < 2,002$. It was supported by the study from (Kristine, 2017) that each work satisfaction increase could decrease performances. Someone with high self-esteem will consider himself worth and confident in his abilities hence his main task being a burden results in the obtained satisfaction will increase the performance.

Work motivation couldn't mediate work culture influence toward performances because work culture wasn't proven to significantly influence work motivation. Meanwhile, work culture was proven to significantly influence performance, and work motivation was proven to significantly influence performance. This study followed the study from (Al-Musadieq et al., 2018) that mentioned high or low rate of work motivation couldn't cause a change on high or low organizational work culture influence toward employee's performance.

Work motivation fully mediated the relationship between work satisfaction and performance because work satisfaction didn't significantly influence performance directly. Meanwhile, work satisfaction significantly influenced work motivation, and work motivation significantly influenced performance. An employee with high work motivation and satisfaction tends to have high performance for the organization, because the factors of job satisfaction are important factors to increase motivation and performance (Theresia et al., 2018). This is supported by the study from (Kridharta & Rusdianti, 2017) that stated it needed the motivation to increase performance. The employee who feels his relation with his superior is good, professional position promotion, pleasantly performed work, supported fellow working partners, and conducive work environment will increase employee's work motivation. An employee who feels satisfaction in working will obtain high motivation on himself to create work achievement that can improve performance and the company's goal

CONCLUSIONS

Work culture doesn't influence work motivation, supported by the significant rate of work culture variable in the amount of $0,110 > 0,05$ with the t count rate is $1,623 < 2,001$. It can be concluded that work culture isn't enough to increase work motivation if the individual understands how to act and interact in the company or organization.

Work satisfaction influences work motivation positively and significantly, supported by the significant rate of work satisfaction variable in the amount of $0,002 < 0,05$ with the t count rate is $3,303 > 2,001$. It can be concluded that satisfaction feeling is the factor that motivates someone to work in his work environment.

Work motivation influences performance positively and significantly, supported by the significant rate of work motivation variable in the amount of $0,000 < 0,05$ with the t count rate is $7,501 > 2,002$. It can be concluded that high motivation can increase good employee's performance and achieve the target of company's goal.

Work culture influences performance positively and significantly, supported by the significant rate of work culture variable in the amount of $0,006 < 0,05$ with the t count rate is $2,834 > 2,002$. It can be concluded that strong and positive work culture will help increase employee performance because it gives the required structure and control without following the basis of the regulation that sometimes is strict and can prevent the motivation and innovation on employees.

Work satisfaction doesn't significantly influence performance, supported by the significant rate of work satisfaction variable in the amount of $0,483 > 0,05$ with the t count rate is $0,706 < 2,002$. It can be concluded that every time there is an increase in work satisfaction can decrease performance. This work degradation can be caused by the high self-esteem of an employee hence the obtained satisfaction can decrease his performance.

Work motivation doesn't mediate the influence of work culture toward performance because work culture isn't proven to significantly influence work motivation. It can be concluded that high or low work motivation won't cause the high or low influence of organization culture toward employee's performance.

Work motivation fully mediates the relationship between work satisfaction and performance because work satisfaction doesn't significantly influence performance directly. Meanwhile, work satisfaction influences performance significantly, and work motivation influences performance significantly. The indirect influence of job satisfaction toward performance in the amount of $0,380 \times 0,823 = 0,312$. It can be concluded that an employee who feels satisfied in working will obtain high motivation on himself to create further work achievement thus his performance increased and company's goal achieved.

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