

The Influence of Organizational Culture And Work Motivation on Employee Performance, Job Satisfaction As Intervening Variable (Study On Secretariat Staff of Pasuruan Regency)

Mariati¹, Hanif Mauludin²

Post Graduate Student, Malangkucecwara School of Economics, Indonesia

Lecturer, Malangkucecwara School of Economics, Malang, Indonesia

Corresponding Author: Mariati¹

Abstract: *This research aims to analyze the direct and indirect influence of organizational culture and work motivation on employee performance through employee job satisfaction. Population and sample of this research are all employees at Pasuruan Regional Secretariat which amount to 170 people. Questionnaires distributed to respondents were 170, of which 130 were returned, the response rate was 76.47%. Data analysis used is the technique of structural equation (SEM) with Smart Partial Least Square (PLS) software. The results of this research indicate that: 1) Organizational culture direct positive and significant influences on job satisfaction 2) organizational culture direct positive and significant influences on employee performance. 3) job satisfaction a direct positive and significant influences on employee performance, 4) work motivation a direct positive and significant Influences on job satisfaction, 5) work motivation did not influence on employee performance, 6) job satisfaction mediate a relationship between organizational culture and work motivation with employee performance. The findings of this research provide both theoretical and practical implications. This research contributes to the existing management literature related to Organizational Culture, work motivation on employee performance through job satisfaction. The findings of this research are expected to be a source of information and material considerations for the Regional Secretariat Pasuruan in improving the performance of employees by forming organizational culture and improve motivation and employee job satisfaction.*

Keywords: *Culture of Organizational, work motivation, employee performance, job satisfaction.*

Date of Submission: 25-07-2018

Date of acceptance: 06-08-2018

I. Introduction

The good of organization when obtained a profit, another show is the public organization which attempts service through good performance consistently in order to achieve organizational goals that have been set. Similarly, the Government is one of the public organizations that have the function of providing direct services to the public. The important benchmarks in achieving the performance of the Government organization which can review from satisfied or dissatisfied society to the services provided by the Government. One of the factors that determine the achievement of the organization's performance and objectives is the performance of its human resources. Quality Human Resources in this case on the Government is the State Civil Apparatus which has a central position in the organization because State Civil Apparatus is a key element in running and moving the government organization. Therefore, the government organization should pay attention and manage the State Civil Apparatus human resources well in order to improve the quality so that the impact on the improvement of organizational performance to realize the vision and mission organization that has been established.

Today, the public demand for government service performance is very high and dynamic. People have become more intelligent and understand the rights that should be received from the Government. The Government Organizer, in this case, is State Civil Apparatus as the public servant must be able to follow what the willingness of the community so that the demands and expectations of the public on public services can be realized. The fulfillment of these demands and expectations can be achieved through the establishment of a professional State Civil Apparatus, integrity and ability to adapt to regional challenges.

Pasuruan Regency Government continuing to attempt and reformation of the bureaucracy until now with one of the areas of change is the strengthening of Human Resource Management System of Civil State Apparatus. Strengthening HRM Management State Civil Apparatus is expected to improve performance effected to provide optimal public services. The fact in the public environment that there are still a lot of State Civil Apparatus performance has not been optimal with indications like still many employees who lazy in work, many works stacked, less responsible for his work and more concerned with personal interests, come late and often leave the office when working hours even there are employees who do not know what to do and just spend

time reading newspaper or just hanging out in canteen. A decline in the performance of these employees should be worked out soon because they relate to public services and harm the Government's own organization because in addition to providing bad image also affects the achievement of the vision of the mission has been determined. Resolving the problem of State Civil Apparatus performance degradation is the responsibility that should be borne by the management of the Government. In this case the Government of Pasuruan Regency in order to manage State Civil Apparatus resources properly and encourage its performance to be more optimal. The State Civil Apparatus resource management is not sufficient to have only a good recruitment program or training and human resource development, but government management should also take into account factors that may affect State Civil Apparatus performance for quality. Given the complexity of the problem, the parties involved in the organization must be careful in observing the available resources. According Koesmono.T (2005) elements that affect employee performance is job satisfaction, and the variables that affect job satisfaction is a culture and motivation

Job satisfaction can contribute to performance, this is indicated by the results of studies conducted by Crosman and Bassem (2003) and Brahmasari and suprayetno (2008) which proves that there is a positive and significant relationship between job satisfaction with employee performance. This means that job satisfaction has a strong correlation to the improvement of employee performance. The more satisfied employees in work the more performance. Judging from the many factors that affect employee job satisfaction, organization management should pay more attention to these factors so that employees can work as much as possible to realize the goals of the organization. Similar to government organizations, the factor of wage / decent salary that can meet the daily needs of employees determines the satisfaction of employees, but now the fact that salaries and other allowances received by State Civil Apparatus differently. In addition, one agency with other agencies in one government is not the same causing jealousy and discontentment of some employees who feel they are working well and the workload is heavier but earns a smaller wage. Moreover, the treatment of leader also greatly determine employee satisfaction which if the leader can protect, fair to all employees and can create a comfortable office atmosphere then employees will be satisfied and feel at home in the office convey the possible motivated to work. Because State Civil Apparatus satisfaction or dissatisfaction with its work is an important factor in working to provide satisfactory service to the community, the leadership and management of the government organization must strive to meet the factors that support the State Civil Apparatus job satisfaction.

Another factor that can affect the performance of employees is the Culture of the organization. Organizational Culture is a shared value system within an organization that determines the level of how employees perform activities to achieve organizational goals (Robbins 2006). Glaser et al. (1987) argued that organizational culture is often depicted in a shared sense. Patterns of beliefs, symbols, rituals, and myths that evolve over time and serve as the glue that unifies the organization. Therefore, organizational culture should be taught to members including new members in order to have a common perception shared by members of the organization. It requires a long consistency in the long term regarding the application of values and actions considered important by the organization. It will be effected a uniformity of meaning and perceptions by the next members of the organization and can possibly manage the organizational culture. The Organizational culture has been applying until now is culture served so that the goal of bureaucracy reform one of them makes the cultural change into a service culture by prioritizing the needs of the community in carrying out its duties at all levels of service units in government. This culture should be continuously carried out from the leadership/officials to the lowest level of staff and should be taught to newly enrolled/joined employees so that the culture change can be realized and can be implemented by all State Civil Apparatus in the organization.

Another important influence except organizational culture is employee motivation in the organization. Robbins (2002: 55) statements that motivation is the desire to do as a willingness to strive in the high level for organizational goals conditioned by the ability which this effort to meet an individual need. Malthis and Jakson (2001: 89) suggest that motivation is a desire within a person that causes the person to take action. concluding, the motivation questioned how to direct the power and potential of subordinates in order to cooperate productively, successfully achieve and realize the goals that have been determined. One motivation theory related to individual needs is the theory of Maslow. Maslow believed that a worker to do a job because fulfill a variety of needs. Needs can be defined as a gap or conflict between a reality and an inner impulse. If the employee's needs are not met then the employee will show a disappointing behavior, on the contrary, if his needs are met then the employee will exhibit happy behavior as a manifestation of his satisfaction. In the Pasuruan Regency Government, the condition is still not a system that gives punish and reward to the employees for the achievement and innovation of employees. High performers, performing well, discipline is treated equally with employees who work casual and undisciplined. The additional income of employees who have been running for the past year is only based on the level of attendance of employees without any other indicators such as workload and employee performance. So, the employee who complies a rule as on time go to an office or across the rule or absent, it still gets the same full income. This condition has an impact on employee

motivation in work. The motivation of each employee is different in work so that Management of Pasuruan Regency Government Organization keep trying to improve the system to be able to fulfill a requirement of an employee with different motivation maximally because high motivation will positively influence on employee performance. In addition, management also continues to encourage employees to improve morale through employee motivation to achieve organizational goals.

This research was conducted in Pasuruan Regency Secretariat which is one of the organizations has administrative functions of Regent's maid and has an important role in moving the wheels of Government. Therefore, the existing State Civil Apparatus at the regional secretariat is expected to perform its function and perform well so that the mission vision that has been established can be realized.

This study aims to prove and analyze 1) the influence of organizational culture on job satisfaction, 2) the influence of organizational culture on employee performance, 3) the effect of job satisfaction on performance, 4) the influence of work motivation on job satisfaction, 5) the influence of work motivation on performance.

II. Material And Methods

Theoretical Review

Organizational culture

Organizational culture is a value, beliefs, symbols embraced by an accepted organization and influences, regulates and binds diverse groups in interacting with other group members, can serve as a glue and define a code of conduct in realizing organizational goals so it must be taught to members of the new organization (Winanti 2013; Kreitner, Robert & Angelo Kinicki 2005; Robins 2006; Sutrisno, 2010; Koesmono, 2005). Tika (2006: 21) concludes that the organizational culture is formed through 4 (four) stages, namely the first stage of interaction between the leadership or founder organization with groups/individuals within the organization. In the second stage is the interaction of ideas that transformed into artifacts, values, and assumptions, the third stage is that the artifacts, values, and assumptions will be implemented so as to create the organizational culture. The last stage is that in order to maintain organizational culture is done learning to new members in the organization. Organizational culture has a number of functions within an organization, among others: culture has a role in setting boundaries, meaning that culture creates a clear distinction between one organization and another; culture brings a sense of identity to members of the organization; culture makes it easier commit to a larger area than one's individual interests; culture can improve system stability; and culture serves as a mechanism for making meaning and control that guides and shapes attitudes and behaviors of employees (Robbins 2006: 725).

Reviewing at some of the functions of organizational culture, management needs to give great attention to realizing organizational culture and maintain it. In order to maintain an organizational culture according to Robbins (1996) there are 3 (three) strengths as follows: (1) selection practice, the selection process aims at identifying and employing individuals who have the knowledge, skills, and ability to perform successfully in the organization; (2) top management, peak management actions have a major impact on organizational culture. Their speech and behavior in carrying out the norms greatly affect the members of the organization; (3) socialization, socialization is intended for new employees to adjust to the organizational culture. This socialization process includes 3 stages: the arrival stage, meeting stage, and metamorphosis stage.

Work motivation

The motivation of work is a desire within a person who gives strength to meet an individual needs and play an intense role in directing behavior or cause someone to take action in achieving organizational goals (Mohklas 2015, Malthis and Jakson 2002, Robins 2006, Winanti, 2013; Koesmono, 2005).

The most famous motivational theory is the hierarchy of needs expressed by Abraham Maslow. In Winanti (2013), Maslow says that in all humankind the five levels of need are: (1) psychological needs, Including: hunger, thirst, protection (clothing and housing), sex and other physical needs; (2) security, including safety and protection against physical and emotional losses; (4) Rewards, including self-respect, autonomy, and achievement as well as external respect factors such as status, recognition and attention; (5) Self-actualization, impulse to become someone or something according to his ambition that includes growth, achievement of potential and self-fulfillment.

Job satisfaction

Job satisfaction is a feeling of pleasure experienced by a person because his expectation of income or compensation has been fulfilled and reflected in the general attitude of an individual to the work which is a factor driving the increase of employee performance in the organization. (Robbins, 2002, Dhermawan, Sudibya and Mudiarta Utama, 2012; and Schroeder, 2001, koesmono, 2015).

One of the theories of satisfaction is the two-factor theory proposed by Herzberg. In Gitosudarmo and Sudito, (2000) Herzberg's two-factor theory is as follows:

- a) The existence of a number of extrinsic conditions of work which, when the condition does not exist, causes dissatisfaction among the employees. This condition is called dissatisfiers or hygiene factors. These factors are related to job performance which includes: salary, job security, working conditions, status, company policy, quality of supervision, quality of relations among workers, social security.
- b) A number of intrinsic conditions of work which, if such conditions exist, probably serve as motivators that can produce good work performance, but if such conditions or factors do not exist then it will not cause dissatisfaction. These factors are related to the content of the work called the name of the satisfying factor, which includes: achievement, recognition, work itself, responsibility, progress, growth and personal development.

Employee Performance

Performance is a benchmark of a successful work both quality and quantity within a certain period of time is influenced by many factors and done by employees in accordance with the responsibilities given to him to achieve organizational goals (Tika 2006, Handoko 2001, Dhermawan, Sudibya and Utama 2012; Bernad & Russell 1993; Mangkunegara, AA Prabu 2005, Sutrisno 2010), (Potu, 2013).

According to As'ad in Agustina (2002), Sutiadi (2003: 6) Brahmasari and Suprayetno (2008) suggested that a person's performance is a measure of the extent to which a person's success in performing his job duties. There are 3 (three) main factors that affect the individuals is performance (workability), work effort (desire to work), and organizational support (opportunity to work).

Research Variable

Variables in this study include:

- a) **Organizational Culture** with indicators adopted from the seven main characteristics of organizational culture by Robbins (2006: 311) are as follows: innovation in risk-taking; attention to detail; result orientation; people orientation; team orientation; aggressiveness and ability.
- b) **Employee Motivation**, with indicators adopted from the needs theory of Abraham Maslow in Winanti (2013), which include: Psychological; security; social; appreciation; and self-actualization.
- c) **Job Satisfaction**, with indicators adopted by Herzberg's two-factor theories in Brahmasari and Suprayetno (2008) Including compensation; working conditions; system administration and company policy; and opportunities for growth.
- d) **Employee performance** with indicators adopted from Robbins (2006: 125) which states that the criteria that can be used to measure of performance are: quality of work; quantity of work; and attitude.

Development of Hypotheses

H1: Organizational Culture influence job satisfaction

The relationship of organizational culture with employee job satisfaction cannot be separated from the fact that job satisfaction can be achieved if all the expectations of the employee can be fulfilled by the organization although the size of the satisfaction depends on the individual employees. Job satisfaction is a reflection of the feelings and attitudes of employees in their work and the working environment. Robbins (2002: 36) suggests that many important factors bring employment satisfaction, but the first is work that provides opportunities for skill applied and feedback about how well they work which a person get the personal comfort and ease of doing the job. It is closely linked to rules and standards that have been determined by the company. However, the rules and standards are formed from the organizational culture within the company itself. The results of research conducted by Koesmono T (2005), Tumbelaka, Alhabsji and Nimran, 2016, Brahmasari and Suprayetno (2008) proved that organizational culture has a positive and significant influence on employee satisfaction.

H2: Organizational Culture influence Employee Performance

According to Robins (2006) says that Organizational culture is a shared value system within an organization that determines the level of how employees perform activities to achieve organizational goals. The value system adopted within the organization will be guided by the people in the organization so that directly or indirectly will provide strong motivation and influence on the employees in doing their work. Actually, it will greatly impact on the performance to achieve organizational goals that have been set. Results of research conducted by Koesmono. T (2005), Winanti (2013), Brahmasari and Suprayetno (2008) proved that work culture had a positive Influence on employee performance.

H3: Job satisfaction influence on Employee Performance

Job satisfaction in getting employees in an organization able to give a high contribution to the performance of employees, the more satisfied employees the higher performance and the other hand The lower

employee satisfaction automatically influence to the lower performance, so that an organization is required to give more attention to the factors that influence of employee's satisfaction. This Research conducted by Koesmono. T (2005), Brahmasari and Suprayetno (2008), Dhermawan, Sudibya, and Ulama (2012) proved that job satisfaction has a positive and significant effect on employee performance.

H4: Motivation of work influence job satisfaction

Motivation has a positive relationship to employee satisfaction, where motivation according to Malthis and Jakson (2001: 89) in Marliana B. Winanti is a passion inside of somebody who causes the person to take action. So if the motivation of employees in working in an organization can be met by the organization's management will improve employee morale and increase employee satisfaction with work and organization. This results of research conducted by Koesmono. T (2005), Brahmasari and Suprayetno (2008), and Winanti (2013) proved that motivation has a positive and significant effect on employee satisfaction.

H5: Work motivation influence to Employee Performance

Malthis and Jakson (2001: 89) in Winanti, 2013 suggests Motivation is a passion inside of somebody that causes the person to take action. So, the motivation to question how to direct the power and potential of subordinates in order to cooperate productively, successfully achieve and realize the goals that have been determined.

Therefore, if the motivation of employees can be met by the organization management, employee performance will be high so that will have a significant influence on the process of achieving organizational goals. Research results conducted by Koesmono. T (2005), Winanti, (2013), Brahmasari and Suprayetno (2008), Sujana (2012) proved that work motivation has a positive and significant effect on employee performance.

Population and Sample

The population in this study is all State Civil Apparatus in the Regional Secretariat of Pasuruan Regency spread in 10 units of Work Section, amounting to 170 people. Given the very limited number of data analysis needs, all members of the selected population serve as the overall research sample. For the purpose of SEM model that is sensitive to the number of samples required the number of samples in the range between 100-200. Moreover, the number of research samples of 170 employees is ideal for data analysis needs (Ferdinan.2006). Of the 170 questionnaires distributed to the respondents who filled out and returned the questionnaire as many as 130 people, so the response rate is 76.47%.

Research methodology

The research method used explanatory that it is a research that intends to clarify the position of the variables researched and the relationship between one variable with another variable. The research method used is survey method by using the questionnaire as data collection tool. So the data used in this research is primary data. This primary data is data obtained by collecting directly from the respondents surveyed.

Statistical analysis

Data Analysis Method with relevant structural equation technique (SEM) is done. SEM can be seen as a combination of factor analysis (confirmatory factor analysis), and regression or path analysis. In addition, to testing the validity and reliability of the model, SEM analysis also aims to test the suitability of the model in this study. The analyzer in this research using Partial Least Square (PLS) approach using Smart PLS software.

III. Result

Characteristics of Respondents

Table 1 below presents the characteristics of respondents who participated in this study which included age, gender, last education and years of service.

Table 1. Characteristics of Respondents

Information	Total	Precentage
Age		
< 35 Years	30	23,08%
36 – 45 Years	72	55,38%
46 - 50 Years	11	8,46%
>51 Years	17	13,08%
Total	130	100%
Gender		
Men	68	52,31%
Women	62	47,69%
Total	130	100%
The Last Educations		
Junior High School	2	1,54%

Senior High School	44	33,85%
Diploma	8	6,15%
Bachelor(S1)	70	53,85%
Post Graduate (S2/S3)	6	4,61%
Total	130	100%
Years of Service		
1 - 10 Years	41	31,54%
11 - 20 Years	58	44,62%
21 -30 Years	25	19,23%
>31 Years	6	4,61%
Total	130	100%

Source: primary data, processed 2018

Based on the characteristics of the respondents above shows that employees in the Regional Secretariat Pasuruan dominated by young age with long years of service. Where young age is identical with the spirit and high motivation and has ideas of innovation for the organization in achieving organizational goals. It is also known that the number of male and female employees of equal proportion indicates have not different treatment between men and women and has equal rights and opportunities in both job and self-development tasks. In additions, The first table shows that the education held by employees at the Pasuruan Regional Secretariat is a Bachelor, it is because of the recruitment of more employees from the bachelor. Global challenges and public demand for government services are increasingly high so that the need for superior human resources and competent in dealing with demands and improving the quality of public services provided to the community.

Hypothesis Testing

Hypothesis testing is done by looking at the inner value of the resulting model as shown in Figures 1 and 2.

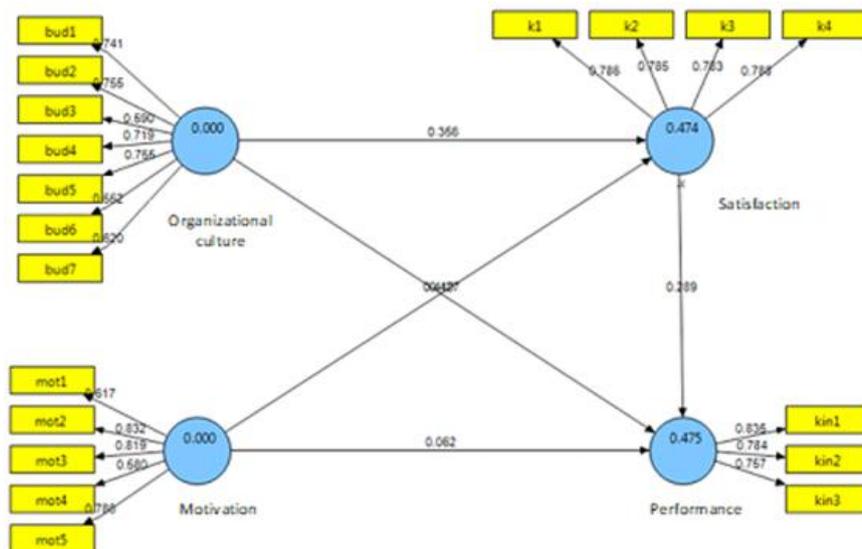


Figure 1. Test the validity of the research indicator

Table 2. coefficient of path between variables

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (O/STERR)	Sig P	Hipotesis
Culture->Satisfaction	0.309370	0.310691	0.078966	0.078966	3.917755	0.00	Accepted
Culture->Job Performance	0.370843	0.373044	0.106182	0.106182	3.492530	0.00	Accepted
Satisfaction->Job Performance	0.311913	0.311559	0.087481	0.087481	3.565501	0.00	Accepted
Motivation->Satisfaction	0.443068	0.443095	0.080075	0.080075	5.533178	0.00	Accepted
Motivation->Job Performance	0.091170	0.102021	0.166514	0.166514	0.547518	0.58	Reject

Hypothesis 1 The influence of organizational culture on job satisfaction

A result of inner model estimation for direct influence between culture to the satisfaction show coefficient value of path calculation to 0,309370, a t-statistic calculation to 3,917 and Sig value calculation to 0.00. This statistical result proves that there is positive and significant influence between culture to satisfaction. Conclude, the research hypothesis which states there is significant influence between culture to satisfaction can be accepted.

Hypothesis 2 The influence of organizational culture on employee performance

A result of inner model estimation for direct influence between culture to performance shows a coefficient value of path calculation to 0,370843, a t-statistic calculation to 3,492530 and Sig value calculation to 0.00. The results of this statistic prove that there is a positive and significant influence between the culture on performance. Conclude, the research hypothesis which states there is significant influence between culture on performance can be accepted.

Hypothesis 3 The influence of job satisfaction on employee performance

A result of inner model estimation for direct influence between satisfaction to performance shows a coefficient value of path calculation to 0,311913, a t-statistic calculation to 3,565501 and Sig value calculation to 0.00. The results of this statistic prove that there is a positive and significant influence between satisfaction on performance. Conclude, the research hypothesis which states there is a significant influence between satisfaction on performance is acceptable.

Hypothesis 4 The influence of work motivation on job satisfaction

A result of inner model estimation for direct influence between motivation to the satisfaction show coefficient value of path calculation to 0.443068, a t-statistic calculation to 5.533178 and Sig value calculation to 0.00. This statistical result proves that there is a positive and significant influence between motivation to satisfaction. Conclude, the research hypothesis which states there is a significant influence between motivation for satisfaction can be accepted.

Hypothesis 5 The influence of work motivation on employee performance

A result of inner model estimation for direct influence between motivation to performance shows a coefficient value of path calculation to 0.091170, a t-statistic calculation to 0.547518 and value of Sig calculation to 0.58 (exceeds 0,05). The results of this statistic show that there is no convincingly proven influence between motivation to performance. Conclude, the research hypothesis which states there is significant influence between the motivation on performance is not acceptable.

The five hypothesis above can be drawn the conclusion that:

Job satisfaction mediates Organizational Culture on employee performance

Table 2 above shows that organizational culture has a direct influence on performance with a path coefficient value of 0.370843, t-statistics of 3.492530 and Sig value of 0.00 and there is influence of job satisfaction on performance with coefficient value of 0.311913, t-statistics of 3.565501 and Sig of 0.00 because the two paths are significant it can be said that satisfaction is able to mediate work culture on employee performance.

Job satisfaction mediates employee motivation on performance

The result of hypothesis test above shows that motivation is not proved to have an influence on performance where a coefficient value of lane is 0.091170, t-statistic is 0.547518 and Sig value is 0.58 (more than 0.05). While for job satisfaction give influence to performance with the coefficient value of path calculation to 0,311913, a t-statistic calculation to 3,565501 and Sig value equal to 0.00. Although based on the analysis of the motivation path is not proven to directly affect the performance but if the motivation is mediated by job satisfaction gives the influence on the performance where a coefficient of the path of motivation on the performance of 0.443068, t-statistics of 5.533178and Sig value of 0.00. With this proof proves that motivation can affect performance when mediated by employee job satisfaction.

IV. Discussion

1. Organizational Culture Influence Positive and Significant toward job satisfaction

Based on the results of the analysis shows that organizational culture has a significant influence on job satisfaction. This significant influence has a positive value which means if there is an increase in the suitability of the culture of the organization, it will increase job satisfaction. In other words, the higher the organizational culture developed in the organization will impact the higher the job satisfaction of employees at the Pasuruan Regional Secretariat.

To build a strong organizational culture requires a process and time because of changes that occur within the organization regarding the changes of people in the organization including the differences in perception, desire, attitude, and behavior. The suitability between the organizational characteristics and the employee's desires must be achieved to obtain a common goal to be achieved. In the culture of employee organization expected to feel safe, comfortable and happy to work, so that employees will accept and implement organizational culture with sincere without any coercion and fear or force. In the same line, it can be understood that organizational culture has a very important role in improving job satisfaction.

This result is in accordance with Schein's (1992) opinion, "Organizational culture can lead to individualized satisfaction manifested in the kind of effective interpersonal meetings and communications, the success of individual socialization, and increased work productivity". The purpose of the statement is Organizational culture created by an organization to increase the performance of employees to realize organizational goals. The impact is the organization will give awards to employees and achieved satisfy with their work and to the organization where they work.

This result reinforces previous research conducted by Koesmono T (2005), Tumbelaka, Alhabsji, and Nimran, 2016 and Brahmasari and Suprayetno (2008) proves that organizational culture has a positive and significant influence on employee satisfaction.

2. Organizational Culture Influence Positive and Significant toward Employee Performance

The results of data analysis and hypothesis testing showed that organizational culture has a positive and significant influence on employee performance. It can be explained that building an organizational culture must always be continuous in order to achieve organizational goals. According to Robbins (2006), corporate culture is a set of value systems that are recognized and shared by all members who distinguish from one company to another. Company strategy will not be separated from the culture owned by the company.

Efforts to develop an organizational culture in the Regional Secretariat Pasuruan carried out continuously that must be in line with the vision of the mission set. development of the culture. It should be understood and implemented by all employees to work conductivity still materialized. Implementation of organizational culture at Pasuruan District Secretariat by continuously giving employees the freedom to innovate in doing their work because of the society demand to government also more high, so hopefully with the existence of freedom to innovate for all employees can balance the demands of society. The Regional Secretariat has an administrative function in the preparation of local government policy so that all employees are required to have the ability to complete their work, prioritize the detail care and attention in each job and the leadership role to be able to mobilize all employees in order to cooperate between 10 sections in the Regional Secretariat well and harmonious. Implementation in the organizational culture contributes positively to improving employee performance.

The results of this research corroborate the previous review conducted by Koesmono. T (2005), Winanti (2013), Brahmasari and AgusSuprayetno (2008) proved that work culture had a positive effect on employee performance.

3. Job satisfaction has a positive and significant influence on employee performance

Results showed that job satisfaction variables influence the performance of employees of the Regional Secretariat Pasuruan Regency. This research can be interpreted that the high quality and quantity of work achieved by an employee in performing his duties suitable for the responsibilities given to him because of the satisfaction factor. According to As'ad (1995: 104) basically, job satisfaction is an individual thing. Each individual will have different levels of satisfaction in accordance with the system values that apply to him.

Pasuruan regency Secretariat continues to make employees satisfied with their work and workplace, such as by providing compensation in the form of additional income given once every month, creating a safe and comfortable working environment, fair to all employees in 10 sections as well as providing equal opportunities to all employees to move forward and develop themselves, such as promotion and training for Human Resource employee development.

The results of this research reinforce previous research conducted by Koesmono. T (2005), Brahmasari and Suprayetno (2008), Dharmawan, Sudibya, and Utama (2012) proved that job satisfaction has a positive and significant effect on employee performance. Thus, job satisfaction has a strong correlation relationship to employee performance, the more satisfied employees at work then the more performance.

4. Work Motivation Has a Positive and Significant Influence toward Job Satisfaction

The motivation of work have a significant influence on job satisfaction, this result shows that the higher the work motivation of employees, the higher the job satisfaction of the employee of the Regional Secretariat of Kabupaten Pasuruan. These results indicate that an employee who works in an organization, certainly based on the desire to meet his needs, both the needs of clothing, food, and boards. In addition, they

also need to meet the needs of a sense of security at work, get recognition of work done and can actualize themselves in the work environment.

This is relevant to the opinion of Hasibuan (2007), interpreting motivation is the provision of a driving force that creates the excitement of one's work so that they will cooperate, work effectively, and interact with all their efforts to achieve satisfaction. This result is in line with previous research by Koesmono. T (2005), Brahmasari and Suprayetno (2008), and Winanti (2013) proved that motivation has a positive and significant effect on employee satisfaction.

5. Motivation Of Work Does Not Influence toward The Performance Of Employees

Work motivation does not Influence on employee performance, this result means that although the employee at Pasuruan Regency Secretariat has the good working motivation, it will not influence the performance improvement. This is possible because the indicators that Influence motivation such as the pattern and the amount of salary that has been arranged in based on the rank and class, employees feel in the comfort zone unlike employees in private companies so that employee encouragement to improve its performance is less, because employees feel working with good performance, full innovation or no salary that is also obtained with other employees whose performance is normal due to the lack of a clear reward and punishment system in government organizations, Especially in the Regional Secretariat Pasuruan.

This is in agreement with previous research conducted by Dhermawan, Sudibya, and Utama (2012) which proves that motivation and competence have no significant influence on employee performance. But this is in agreement with previous research conducted by Koesmono. T (2005), Winanti (2013), Brahmasari and Suprayetno (2008), Sujana (2012) proved that work motivation has a positive and significant Influence on employee performance.

6. Job satisfaction mediate Organizational Culture and work motivation on employee performance

The results of the analysis show that job satisfaction is able to mediate the influence of work culture on employee performance. In other words, the high performance achieved by an employee in carrying out its tasks because the values developed in organizational culture such as freedom of employees to innovate, the process of completing the work detailed, results-oriented, pay attention to communication with individuals, the existence of team/team cooperation, the aggressive of work in completing the work required the ability/stability work. These conditions will have an impact on employee job satisfaction. With job satisfaction perceived by employees will improve the performance of employees both in terms of attitude and from the side of the work in quantity and quality that will impact on the performance of the Regional Secretariat Pasuruan in achieving the goals set.

The result of the analysis also shows that job satisfaction is able to mediate the influence of work motivation on employee performance, meaning that although the result of analysis related to the influence of motivation to the performance shows that the motivation does not influence the performance if mediated by satisfaction it will affect the level of employee performance. This proves that the existing motivation of each employee in Pasuruan Regional Secretariat that different each individual does not directly influence the performance, but when connected with the level of employee satisfaction that has been fulfilled by the organization management will trigger employee motivation to improve the performance of its performance in realizing the goals of the established organization

V. Conclusion

This research resulted from some conclusion that can answer problem formulation that is: 1) organizational culture has positive and significant influences to job satisfaction of employee, 2) organizational culture have positive and significant influences to employee performance, 3) job satisfaction have positive and significant influences to employee performance 4) Work motivation has positive and significant influences on employee job satisfaction, 5) work motivation has no influences on employee performance, 6) job satisfaction mediate relationship between organizational culture and work motivation with employee performance.

This research can provide solution to the management of Pasuruan Regional Secretariat in order to improve the performance of the organization by creating a good organizational culture that emphasizes the ability/stability of employees in completing the work, the leaders of the organization need to motivate again the employees/staff through the policies decided, the creation of a conducive working environment and good relationships among employees, providing supporting facilities, and giving clear sanctions and rewards to all employees for their performance. In addition, the next agenda of research should be to further develop this model by adding other variables that are still closely related, such as leadership style and organizational commitment or with other indicators.

Researchers are aware that this study has some limitations that may affect the results of the study. Limitations are among others because the object of research only on the Regional Secretariat Pasuruan so that the results of the study is only an interpretation of the condition of the Regional Secretariat Pasuruan so it can

not represent the overall condition in the Government of Pasuruan and lack of understanding, concern, and seriousness of respondents to answer questions/statements in the existing questionnaires caused by the researchers did not use the method of in-depth interviews with all respondents in this study.

Hopefully, the limitations in this study become input for further research in order to become a picture in order to provide better results research..

References

- [1]. Koesmono, T. 2005, The Influence Of Organizational Culture On Motivation And Job Satisfaction And Employee Performance On Sub Sector Of Medium Scale Wood Processing Industry In East Java. *Journal of Management and Entrepreneurship*, vol 7, No. 2, 171-188
- [2]. Crossman, Alf, and AbouZakki, Bassem, 2003. Job Satisfaction and Employee Performance of Lebanese Banking Staff. *Journal Pf Managerial Psychology*, 8 (4): 368-376
- [3]. Brahmasari, Ayu, Ida, and Suprayetno, Agus (2008) The Influence Of Work Motivation, Leadership And Organizational Culture On Employee Job Satisfaction And Its Impact On Company Performance (case study at PT Pei Hai, *Journal of Management and Entrepreneurship*, vol. No. 2, 124-135
- [4]. Winanti, Marlina B (2013) the influence of organizational culture and motivation on employee performance on PT Atri Distribution volume 01
- [5]. Sutrisno, Edy (2010), The Influence of Organizational Culture, Job Stress and Commitment to Employee Performance CV. *BintangKarya Putra In Surabaya, Equity Vol. 14 No. December 4, 2010: 460-477*
- [6]. Mokhlas, 2015. The Influence of Competence and Motivation on Employee Performance in Communication as Moderating Variables. *Economic Focus Volume 10 No. 2: 99*
- [7]. Bagus, Ngurah, Agung, Anak, Sudibya, Adnyana, I Gde, Mudiarta, I Wayan. *Journal of Management, Business Strategy, and Entrepreneurship Vol. 6, No. August 2, 2012*
- [8]. Dole, Carol and Schroeder, Richard G. 2001. The Impact of Various Factors on the Personality, Job Satisfaction and Turn Over Intentions of Professional Accountants. *Managerial Auditing Journal*, Vol. 16 No.4
- [9]. Potu, Aurelia, 2013, Leadership, Motivation and Work Environment Influence on Employee Performance At Regional Offices of the Directorate General of State Assets of Suluttenggo and North Maluku in Manado, *JournaEMBA Vol.1 No.4, Page. 1208-1218*
- [10]. Agustina, Harini. 2002. Analysis of Relationship Between Employee Commitment With Organizational Climate and Employee Performance (Case Study: Corporate Unit and Division of PT Telkom Indonesia, Tbk). *Journal of Economic Research and Management. Vol.2 No.2*
- [11]. Tumbeleka. Steven Set Xaverius, Alhabsji. Taher and Nimran Umar.20016. The Influence Of Organizational Culture On Job Satisfaction, Organizational Commitment And Intention To Leave (Study On Employees Of PT Bitung Mina Utama), *Journal of Business and Management Vol.3 No.1*
- [12]. Sujana, Edy, 2012, The Influence of Competence, Motivation, Organizational Roles and Organizational Commitment to Internal Auditor Performance District Government Inspectorate (Study at Inspectorate Office of Badung and Buleleng Regencies), *Journal of Scientific Accounting & Humanika JINAH Volume 2 No. 1, Singaraja, IASN 2089-3310*
- [13]. Robbins, Stephen P. 2006. *Organizational Behavior*, Tenth Edition, Jakarta: PT Index
- [14]. Glaser, Susan R; Zamanou, Sonia and Hacker Kenneth, 1987. Measuring and Interpreting Organizational Culture. *Management Communication Quarterly Vol. 1 No.2 pp 173-178*
- [15]. Robbins, Stephen P., 2002. *Essentials of Organizational Behavior (Translation)*, Fifth Edition, Erlangga Publishers, Jakarta.
- [16]. Maltis, L. Robert & John H. Jackson, 2002. "Human Resource Management". Book of two Indonesian Editions. SalembaEmpat.Jakarta
- [17]. Kreitner, Robert and Angelo Kinicki, 2005. *Organizational Behavior*, Jakarta, SalembaEmpat
- [18]. Tika H. Moh. Pabundu, 2006. *Organization Culture and Company Performance Improvement*, First Printing, PT. BhumiaAksara, Jakarta
- [19]. Robbins, Stephen P., 1996. *Organizational Behavior (Translations) Volume 2, Seventh Edition*, PT. Bhuana Popular Science, Jakarta.
- [20]. Gitosudarmo, Indriyo and I NyomanSudito. 2000. *Organizational Behavior*. BPFE. Yogyakarta
- [21]. Handoko, T.Hani, 2001. *Personnel Management and Human Resources*. Yogyakarta: BPFE Yogyakarta
- [22]. Bernardin and Russel, 1993. *Human Resource Management*. New Jersey: International Editions Upper Saddle River, Prentice Hall
- [23]. A.A.AnwarPrabuMangkunegara, 2005. *Human Resource Management Company*. Bandung: PT. RemajaRosdakarya
- [24]. Sutiadi, 2003, *Employee Motivation and Managerial Leadership Activity to Post Graduate Employee Performance*, Brawijaya University, Malang
- [25]. Augusty, Ferdinand. 2006. *Management Research Method*, Semarang: Diponegoro University Publisher Agency
- [26]. Schein, Edgar H. 1992. *Organizational Culture and Leadership (2nd ed.)*. San Francisco: Jossey-Bass Publishers.
- [27]. As'ad, Moh. 1995. *Industrial Psychology*. The fourth edition of Yogyakarta: Liberty
- [28]. Hasibuan, Malayu S, P, 2007, *Human Resource Management Company*, Bandung, PT. Earth Aksa

IOSR Journal of Business and Management (IOSR-JBM) is UGC approved Journal with SI. No. 4481, Journal no. 46879.

Mariati¹. " The Influence of Organizational Culture And Work Motivation on Employee Performance, Job Satisfaction As Intervening Variable (Study On Secretariat Staff of Pasuruan Regency)." *IOSR Journal of Business and Management (IOSR-JBM) 20.8 (2018): 30-39.*